

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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Wednesday March 9 1988

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Anschluss ghosts stir Austria's guilt-laden memory, Page 3

D 8523 A

World News

Business Summary

Palestinian guerrillas free charity workers

Radical Palestinian guerrillas released two Oxfam charity workers, a Briton and a Syrian, six days after they were seized in Sidon, Lebanon.

A Fatah Revolutionary Council official said Oxfam's British regional co-ordinator and the charity's director in Lebanon had been seized for questioning for security reasons. He insisted they had not been kidnapped. Page 24

Panama accuses US of intervention plan

Panama accused the US of preparing an imminent military intervention in the country as part of a campaign to oust military leader Manuel Antonio Noriega.

Meanwhile the Government ordered emergency measures to avoid shortages of food and other essentials as banks stayed closed due to US pressure on Noriega. Panama trade zone at standstill. Page 24

Chirac Nato plea

French Prime Minister Jacques Chirac called for France to play a more active role in Nato, to strengthen the European pillar of the alliance. Page 3

Coup attempt crushed

Two men were killed and several others taken prisoner when police foiled a coup attempt in the Marxist West African state of Sao Tome and Principe. Page 34

Krakow battles

Police fought running battles with students in Krakow as Polish demonstrators rallied in at least four cities to commemorate 1968 campus disturbances. Page 34

Armenian rally

Thousands of Armenians staged a funeral march and rally in the capital city of Yerevan for victims of ethnic riots in Soviet Transcaucasia. Page 2

Assad shuns peace plan

President Hafez al-Assad of Syria dismissed the latest US peace proposals for the Middle East and indicated that a long struggle with Israel lay ahead. Page 4

Chad-Libya clash

Chad said 20 Libyans were killed in a clash with Chadian troops near the border with Sudan. Page 4

Rome airport strike

Rome airport ground staff - in dispute over wages and working conditions - staged a surprise 15-hour strike, causing queues, delays and flight cancellations. Page 4

Lhasa demo toll

At least 309 police were injured in a pro-independence protest in Lhasa, the Tibetan capital, on Saturday. Chinese officials said - indicating that the incident was more violent than the Government had previously acknowledged. Page 4

Bonn asylum curbs

West Germany, facing a flood of refugees into the country, decided on measures to speed up deportation of foreigners deemed to have no chance of securing political asylum. Page 2

Khartoum epidemic

Sudan declared Khartoum an epidemic area, saying 500 people had contracted meningitis and 20 had died.

Stockholm car ban

Stockholm city council said it would ban cars from its streets on one day a year - leaving the roads free for pedestrians, cyclists and skateboarders. Page 25

Waterproof warriors

African soldiers did not need umbrellas while in uniform because the country's weather was not wet enough, Defence Minister Valerio Zanone said in reply to Radical Party deputies who wanted soldiers issued with umbrellas. Page 25

Sabena's earnings plunge by 52%

SABENA, Belgium's 54 per cent state-owned airline, unveiled a 52 per cent fall in net income from BFr146.8m to BFr70.4m (\$2m) for 1987 and revealed that it was having collaboration talks with other European carriers. Page 25

SOUTH AFRICAN Reserve Bank raised the Bank rate to 16 per cent from 15.5 per cent and said its country's commercial banks would follow by raising their benchmark prime overdraft lending rates to 14 per cent from 13 per cent. Page 4

COFFEE prices fell sharply again under pressure from the strength of sterling against the dollar. The three-month robusta contract

Coffee
2nd Position Futures (C per tonne)
1350
1300
1250
1200
1150
1100 Jan 1988 May

continued the steep decline of Monday, when it fell \$48 a tonne, closing yesterday at \$1,151 a tonne, a fall of \$11 and the lowest level since August 1982. Page 34

WALL STREET: The Dow Jones industrial average closed up 24.70 at 2,981.07. Page 46

TOKYO: Large-capital stocks and blue chips came under selling pressure to end the second consecutive trading day. The Nikkei average dropped 150.85 to close at 25,465.73. Page 46

LONDON: Confidence about next week's Budget helped stem London's losses, with the FT-SE 100 index ending down 3.2 at 1,551.5. Page 40

DOLLAR: closed in London at \$1.6680 (DM1.5765), Y128.05 (Y128.10), SF1.3770 (SF1.3840), FF15.6500 (FF15.6750). Page 35

STERLING: closed in London at \$1.8425 (\$1.8185), DM3.0725 (DM3.0475), Y236.00 (Y233.00), SF12.5375 (SF12.5175), FF10.10 (FF10.132). Page 35

HONGKONG: Electric, power utility controlled by Li Ka-shing, reported net profit of HK\$1.26m (\$161.5m) for 1987. Page 27

PHARMACIA: Swedish biotechnology and pharmaceuticals group, reported 10 per cent increase in profits, after financial items, SKr905m (\$150.8m) last year. Page 28

NORDRANKEN: Sweden's fifth largest commercial bank, agreed to sell Arbetshnot Latham Bank in London to NZZ for £30m (\$65m). Page 26

ANGLO AMERICAN: Industrial, industrial division of South Africa's Anglo American mining house, lifted group turnover to R3.55m (\$1.65m) last year. Page 27

DEVELOPMENT BANK: of Singapore, country's largest domestic bank, announced increase in after-tax profits of more than a fifth. Page 27

TI GROUP: UK engineering company, revised its bid for Bundy, leading US maker of small-diameter tubing, and agreed to pay more than its original bid last September, abruptly abandoned in the wake of the stock market crash. Page 25

AUSTRALIAN: Stock Exchange threatened to suspend share trading in four leading foreign-controlled companies if they do not provide information about the effects of the October share crash. Page 27

INTERNATIONAL: Clinical Laboratories agreed to a \$26 a share takeover offer from Corning Glass Works, leading US producer of glass products. Page 25

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EUROPE'S BUSINESS NEWSPAPER

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Thatcher rules out early action to stem pound's strong rise

BY PETER RIDDELL AND SIMON HOLBERTON IN LONDON

Sterling
against the Dollar (\$ per £)
1.84
1.80
1.76
1.72
1.68
1.64
1.60
1.56
1.52
1.48
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1.40
1.36
1.32
1.28
1.24
1.20
1.16
1.12
1.08
1.04
1.00
0.96
0.92
0.88
0.84
0.80
0.76
0.72
0.68
0.64
0.60
0.56
0.52
0.48
0.44
0.40
0.36
0.32
0.28
0.24
0.20
0.16
0.12
0.08
0.04
0.00

against the D-Mark (DM per £)
3.12
3.08
3.04
3.00
2.96
2.92
2.88
2.84
2.80
2.76
2.72
2.68
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0.00

Feb 1988 Mar

be to the detriment of British industry.

Currency stability remained Government policy, the spokesman said, and developments in the foreign exchange market this week were consistent with that policy.

Officials conceded, however, that said larger, although not excessive, fluctuations in exchange rates may occur.

The Bank of England view was that the Prime Minister was that said rather forcefully the dilemma which had faced the authorities at the end of last week when the decision was taken to remove the ceiling of DMs.

Mrs Thatcher had not ruled out all currency intervention, but "excessive" intervention.

The Bank will continue to conduct smoothing operations to prevent the pound appreciating too quickly. If intervened in currency markets on Monday and is believed to have been in the market yesterday.

Currency traders said the pound's strength also contributed to a further weakening in the dollar.

The dollar has been under pressure since the beginning of the week and its London close of

Continued on Page 24

Policy divergence, Page 9; Lex, Page 24; Currencies, Page 25

Digital launches challenge to IBM corporate market

BY LOUISE KENOUE IN SAN FRANCISCO

DIGITAL EQUIPMENT, the third largest US computer group, yesterday launched a major challenge to International Business Machines' mainframe computers with the introduction of a series of high performance machines.

The move puts Digital for the first time in direct competition with IBM in the central corporate mainframe market. Digital has already established a lead in the "mid-range" performance sector where IBM has shown weakness.

Digital's new processors, the VAX 8800 Series, are up to 2.7 times more powerful than its existing most sophisticated machines, the company said.

Digital hopes they will enable it to gain entry into the central processing facilities of large corporations, IBM's traditional stronghold.

The new series is "ideal for large computer resource centres," said Mr Peter J. Smith, vice president of product marketing.

They extend the potential applications of Digital's computers into new sectors of the market, he added.

UK-chips plan
UK semiconductor makers aim to start production of a powerful range of memory chips in a move which should help solve supply shortages in the industry.

A major selling point for the new systems will be the ease of connecting Digital central processors to networks of Digital main and microcomputers.

In addition, however, Digital aims to convert IBM users to its machines.

An important feature of the new digital processors, according to industry analysts, is "multi-processing."

This involves closely integrating up to four processors and allows Digital to offer a range of system performances and the ability to expand and upgrade its systems on-site.

Lates this year, Digital plans further software product announcements that will take it into the "transaction processing" sector of the mainframe market for systems used to connect banks' automatic teller networks, and airline reservation systems.

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Speaking in the Dail (particular), he said that while the Government condemned all forms of violence and would do its part in combating terrorism, there were disquieting aspects attached to events in Gibraltar.

Mr Peter Barry, foreign affairs spokesman for the Irish Fine Gael Party, said the rule of law could not be flouted, especially by British security forces who were paid to uphold it.

The explosives found yesterday were in a white Ford Fiesta, which contained five packets of explosives and a clock which could be used as a bomb timing device, according to an Interior Ministry spokesman in Madrid.

On Monday Sir Geoffrey Howe,

the British Foreign Secretary, said that though the IRA unit had been unarmed and no bomb had been discovered there was no doubt that a serious bombing had been planned.

While the Irish Government has been careful not to be seen to be condoning IRA activities, there is widespread concern both in the Irish Republic and among the nationalist community in Northern Ireland about

EUROPEAN NEWS

West Germany cracks down on asylum seekers

BY DAVID MARSH IN BONN

WEST GERMANY, facing a flood of refugees into the country, yesterday decided on measures to speed up the deportation of foreigners deemed to have no chance of securing political asylum.

The move, decided at the weekly Cabinet meeting, reflects simmering controversy about the tens of thousands of foreigners trying to take advantage of West Germany's generous asylum laws to take up residence in the country. The asylum provisions, contained in the country's Basic Law (provisional constitution) were framed mainly as a result of Nazi Germany's persecution of Jews.

Under yesterday's decision, refugees who have been streaming into the Federal Republic over the last few years from countries as diverse as Iran, Poland and Ghana will find it far more difficult to stay if they fail to meet legal criteria for being granted asylum.

The measure will also require each state to set up offices to organise deportation of people with no chance of being given permanent refuge.

Mr Norbert von Nieding, head of the Federal Office for the Recognition of Foreign Refugees, based near Nuremberg, said it was logical that refugees whose asylum applications were turned

down should leave the country. He said West German policy was still not to return people to civil war areas.

Just over 57,000 people sought asylum last year, down from nearly 100,000 in 1986.

Mr Friedrich Zimmermann, the Interior Minister, underlined this week that earlier measures to stem the refugee flow - which he described as an onslaught - had failed to break trend.

The government has no overall figures for the numbers of refugees deported. However, the Interior Ministry yesterday said only about 20 per cent of asylum-seekers who have their applications turned down are expelled.

According to the government, about 35 per cent of refugees could be deported almost immediately because they have no valid asylum claim. It labels most asylum-seekers "economic" rather than "political" refugees who are blatantly misusing West Germany's liberal asylum provisions.

After lengthy investigations and court cases which can take years, only between 8 and 9 per cent of asylum-seekers win refugee status. But many others - a group now believed to total about 270,000 - remain in a legal limbo, having no permanent right to remain in the country but also no desire to return to their country of origin.

European pulp and paper output at record levels

BY MAGGIE URRY

EUROPEAN pulp and paper production rose to record levels in 1987, making a fifth successive year of good volume growth, according to the European Paper Institute.

Pulp production exceeded 27.4m tonnes, a rise of 4.8 per cent over the 1986 figure, with virtually all the increase coming from Sweden and Finland. Since 1983 European pulp production has risen by 26 per cent.

Paper and board makers totalled a 5.9 per cent volume gain to 49.3m tonnes during the year, a 26 per cent gain on the

amount produced in 1983. The greatest rises in paper and board production were seen in Germany, Sweden and Finland.

All the major grades of paper and board, with the exception of uncoated woodfree paper, exceeded their long-term growth rates in 1987.

The fastest rate of growth was shown by coated paper, up 13.9 per cent year-on-year to 7.5m tonnes, reflecting the strength of advertising in Europe. Newsprint showed a 5.5 per cent rise in production to 7.1m tonnes. Production of case materials rose 7.8 per cent to 9.5m tonnes.

Survey exposes huge differences in cost of life insurance in EC

BY WILLIAM DAWKINS IN BRUSSELS

THE average European life insurance policy holder has so far failed to get any benefits from the EC's drive to create a free internal market in financial services, according to the Bureau of European Consumer Organisations (Beuc).

A study published by Beuc yesterday reveals huge differences in premiums charged for similar policies by 34 insurance companies across the EC. The divergence is "out of all proportion" to differing success of insurance

contracts, says Beuc. It calls on the Commission to act fast to liberalise the sector, to add to proposals to open up the non-life insurance market for mainly commercial risks, now awaiting a vote by the European Parliament.

According to Beuc, a 10-year term insurance policy - which provides cash to dependents if the holder dies - costs 10 times

more for a 30-year-old male smoker in Portugal than in the UK. The difference is not that smokers live more dangerously in Portugal, but that premiums are fixed at a high level by Lisbon authorities.

Depending on the terms of the policy, annual premiums would be the equivalent of between Ecu38 (38) and Ecu 123 in the UK, rising to Ecu 300 in Portugal. The second most expensive country for life insurance in the EC is Greece, where a similar policy

would cost up to Ecu496, followed by Italy, where the premium would be Ecu273. In France, the premium would be up to Ecu300 and in West Germany, the policy would cost between Ecu252 and Ecu285.

The results suggest wise consumers across Europe should obtain insurance from a UK company. However, Beuc points out that policies in foreign currencies are banned in Belgium, Spain and Ireland, while companies need special approval to offer

insurance in foreign currency in France, Luxembourg and West Germany. In addition, almost all EC countries require foreign life insurance companies to set up local subsidiaries. "The UK alone allows foreign companies to compete freely," it says. "The system of official approval . . . is itself a technical and political minefield - because it involves people's savings. All the same, the group says it is unfortunate that the Commission has not yet drafted plans for the sector.

Beuc accepts that life insurance would take longer to liberalise than non-life insurance - itself a technical and political minefield - because it involves people's savings. All the same, the group says it is unfortunate that the Commission has not yet drafted plans for the sector.

French civil servants win rise

BY GEORGE GRAHAM IN PARIS

THE French Government has awarded a 1 per cent pay rise to public sector employees as a down payment towards a full 1988 wage settlement.

The increase is more generous than expected but follows several years of pay restraint for the state sector. Last year wages rose only 1.7 per cent, while inflation was 3.1 per cent.

The government has been unable to agree a settlement with civil service unions for the last two years. An early agreement this year seemed even less likely in view of the presidential election in next month.

The government has, however, adopted a less interventionist policy on wage settlements this year. For the first time since 1976

it has not set any written pay directive to public sector companies, although less formal indications have been given of its desire for pay rises not to outstrip inflation.

Pay negotiations at major public sector employers such as Electricité de France or Société Nationale des Chemins de Fer, the state railway, have nevertheless proved difficult and isolated strike action has already begun.

Negotiations in the private sector are also expected to be less centralised this year. The Conseil National du Patronat Français, the employers' federation, has also circulated a less detailed set of guidelines to its members



Edouard Balladur: more accommodating line

Manufacturers unite to fight counterfeiters

BY GEORGE GRAHAM IN PARIS

FIVE European manufacturers' federations have joined forces to fight the rise in sales of counterfeit goods ranging from Cartier watches and Louis Vuitton bags to aspirins and brake pads.

The new Committee against Counterfeiting, chaired by Mr Pierre Aubert, former president of Switzerland, will have an initial operating budget of FFr500m for its fight against the counterfeiters, who are mostly based in such countries as South Korea, Taiwan and Morocco.

Counterfeit goods using well-known names or trademarks are estimated by the committee to achieve sales of over \$70bn a year. The industry is claimed to cause 100,000 job losses a year in the US and 100,000 in the European Community.

The Swiss watch industry says it loses SF1bn a year from counterfeiting, while the French per-

Armenian women honour victims of ethnic riot

BY CHRISTOPHER BOBINSKI IN MOSCOW

WOMEN in Yerevan in the troubled Soviet republic of Armenia yesterday laid flowers in memory of the 31 killed in racial riots in the Azerbaijani city of Sumgait 10 days ago.

A resident of the city contacted by telephone said: "Everyone is out on the street. We're laying wreaths for the victims of Sumgait at the moment. The mood is peaceful and everything is well organised."

Yesterday was International Women's Day, a major holiday in the Soviet Union, and the focus of the ceremony was a monument to Armenians massacred by the Turks in 1915, a moment etched deeply in the Armenian national consciousness.

"We all want the annexation of Nagorno Karabakh to Armenia," said my contact, referring to the district of Azerbaijan inhabited by Armenians at the centre of

last month's riots, strikes and demonstrations in Soviet Transcaucasia.

The demonstrations were called off when Mr Mikhail Gorbachev, the Soviet leader, promised to consider the Armenians' demands. But more demonstrations are threatened on March 25 if the concessions fail to satisfy Armenian aspirations.

Meanwhile in Moscow, the Moscow News a weekly which is a vehicle for the reforming wing of the Soviet establishment, yesterday broke the blackout on comment in the Soviet media on the events in Transcaucasia.

Mr Igor Yakovlev, the editor, blamed the Soviet Union's nationalities problems on past neglect, rising from Stalin's primitive policies.

The national question had

become a taboo in Soviet society, he wrote.

Hawkes had until recently a near-monopoly of supply. Even more attractive was the swelling number of brass band乐手 now said to be emerging.

The newcomers' efforts, however, struck a discordant note at Boosey & Hawkes. The trio complained to the Commission last summer that they were in imminent danger of going out of business because Boosey & Hawkes was refusing to supply them with its own instruments.

Gabriels and RCN needed supplies of Boosey & Hawkes instruments and spare parts to keep their traditional businesses going until the new brass instrument making venture, which they were both backing, had made its number in the music industry. Boosey & Hawkes argued that it had a right to tone down its supplies because the small companies were late with payments.

Brussels' response was to order Boosey & Hawkes to resume supplies while Commission experts looked into whether EC competition laws were being contravened.

On the strength of that, the new instrument making venture got a peace agreement with Boosey & Hawkes through the British courts, which gave BBI the breathing space it needed to get its own range of instruments out on the market. Satisfied at last, BBI asked the Commission to stop its legal action.

A little says a lot ...

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The reasons for the name change are straight-forward:

- It's how people around the world refer to us
- It's short, and easily remembered
- It's distinct
- It won't be confused with references to Bell Canada, one of the largest of the BCE companies
- It's a direct association with several of our other companies:

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BCE Mobile Communications
BCE PublTech

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BCE's worldwide network of some 150 subsidiary and associated companies has 117,000 employees. They have earned enviable reputations for the quality of their products, their services and their performance.

BCE is one of the most successful international corporations, with total assets of \$26 billion. Its total revenues of \$14.6 billion in 1987 generated net income of more than \$1.0 billion.

BCE has the largest number of registered shareholders of any Canadian corporation, and its common shares are listed on stock exchanges in Canada, the United States, Japan and Europe.

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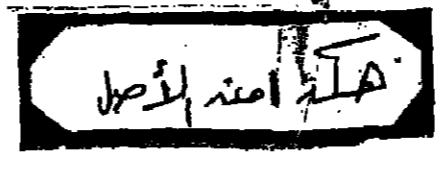
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EUROPEAN NEWS

Thatcher to press Portugal on farms

By Diana Smith in Lisbon

MRS MARGARET THATCHER is expected to discuss Portugal's failure to compensate British farmers dispossessed in the 1975 revolution when she sees the Portuguese Prime Minister, Mr Anibal Cavaco Silva, on Friday.

Mr Cavaco Silva is paying a working visit to London this week.

Relations are generally good between the allies, whose ties go back 600 years to the Treaty of Windsor.

But a shadow is cast by persistently-delayed payment of £3m to a British farmers' syndicate, a partnership and two individuals stripped of their land and assets 13 years ago.

One of them, Mr Patrick Wardle, had heavy BBC and ITN coverage as he struggled to get back his farm, seized by Communists.

Years later it was returned to him, run down, minus equipment and saddled with debts run up by the occupiers in Mr Wardle's name. He seeks redress for a small sum that as a matter of principle, looks large.

Mrs Thatcher raises the subject whenever she sees Mr Cavaco Silva – quite often, now they are European Community partners. He, like leaders of previous governments, says the problem will soon be solved.

Portuguese officials have been shying away from compensating British farmers, fearing it would prompt hundreds of uncompensated Portuguese farmers forward for far more expensive demands.

The only foreign farmers promptly compensated were three Germans. Their Government was then granting substantial amounts of aid to Portugal: it threatened to cut it off unless compensation was paid at once.

The British lacked this lever.

The Cavaco Silva Government recently proposed legislation for the Alentejo, where farm seizures were concentrated, including compensation for farm buildings lost in 1975. Once it is on the statute books, this may help solve the British cases.

Judy Dempsey argues that Austrians still shrink from facing the facts about their annexation by Germany fifty years ago

Anschluss ghosts stir Austria's guilt-laden memory of conflict

THE CONFLICTS exhumed in Austria by the commemoration of the 50th anniversary of the Anschluss, the German annexation of the country, were bound to be bitter. They have only been deepened by the continuing controversy over Mr Kurt Waldheim, Austria's President, who was a "prostitute" of the German Reich.

The huge crowds which gathered in Heldenplatz, the centre of Vienna, to greet Hitler, linger in the public imagination. True, many Austrians wanted the Anschluss in the 1920s; but equally, many had reassessed the political costs of such a union when they saw how Hitler came to power in Germany in 1933.

As one emigre Austrian historian wrote: "The Anschluss on March 11, 1938, but analysis with integrity, how it came must concentrate... not only on the Anschluss itself, but also on the political costs of such a union when they saw how Hitler came to power in Germany in 1933."

Austrians are reluctant to confront 1938, largely because it would mean confronting the civil conflicts of the 1920s and 1930s, which virtually destroyed the country's fledgling democracy and fatally weakened its resistance to the Anschluss. Yet discussing 1938 without mentioning the civil conflicts that preceded it is a meaningless exercise.

The Anschluss, remember, came 15 years after the Treaty of Saint Germain, which ended the First World War, in November 1918. The country lost its vast empire and its industrial base, and few Austrians had confidence in the viability of their country on its own. But union with Germany was forbidden under the terms of the



A German soldier arrives in Vienna on the day of the Anschluss

1919 Treaty of Saint Germain.

The Socialists, led by Mr Otto Bauer, the Austro-Marxist, and the Christian Social Party under Monsignor Ignaz Seipel, the Chancellor, called for a plebiscite to be held on March 18. Did Austrians, he asked, want a free and German, independent and Social, Christian and united

bougeoisie and vice versa – divisions which linger to this day.

The growing tension was fostered by Monsignor Seipel, a fanatical Catholic who loathed the Socialists. In July 1927 police fired on workers protesting against the acquittal of members of the Heimwehr, the paramilitary wing of the CSP, who had murdered two people during a Socialist demonstration. In reaction, the workers burned down the Justice Palace.

From then on Austria's fragile democratic institutions had little strength to defend themselves against the rise of the far right and Austria's own brand of clerical-fascism. In March 1933, Mr Engelbert Dollfuss, the CSP chancellor, disbanded parliament.

"The memory of those days was too awful. You cannot understand the deep hatred between the Blacks (conservatives) and the Reds. When Hitler walked in, we knew we did little to stop him. We thought, but I don't know if we believed it, that at last the terrible days of tension and conflict would end and we would have some peace," a retired banker explained.

Fifty years later, Austrian historians and intellectuals say it is time to confront the past. "It will mean discussing those tragic days when we alone destroyed our democracy and made it easier for Hitler to walk in," an historian argues. But, he added, "if we really believe our own institutions today are strong enough to deal with the past, we should begin to trust those very institutions which we destroyed in the 1920s."

Chirac calls for France to play bigger Nato role

By Ian Davidson in Paris

MR JACQUES CHIRAC, French Prime Minister and presidential candidate, has called for France to play a more active role in Nato, to strengthen the European pillar of the alliance.

Mr Chirac also urged a strengthening of France's bilateral defence links with its European partners, as well as for a strengthening of the seven-nation Western European Union defence grouping.

The proposal for a bigger French role in Nato, put forward by Mr Chirac at a press conference to spell out the defence policy aspects of his electoral programme, appeared to go further than previous official pronouncements.

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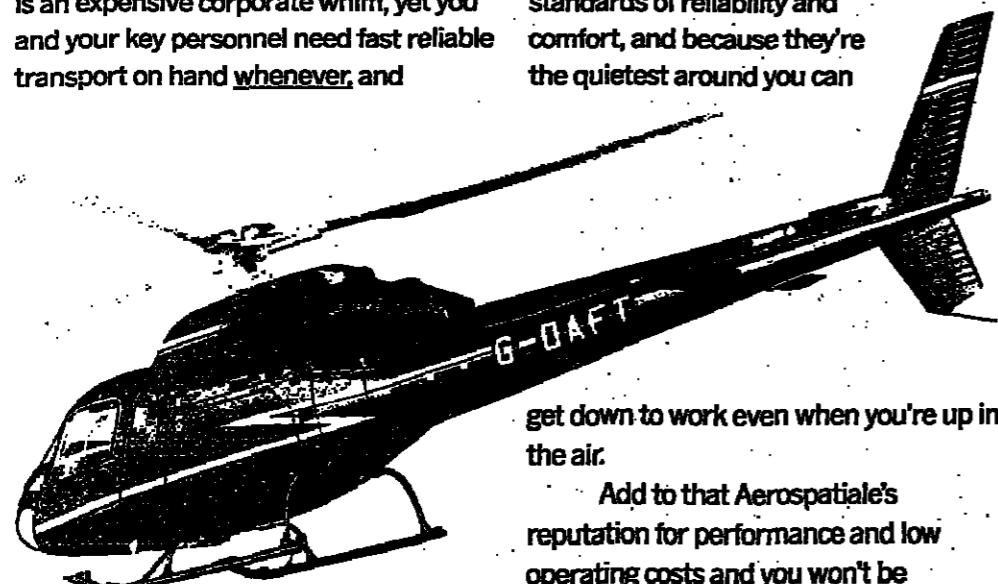
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OVERSEAS NEWS

Shamir to present counter peace plan

ISRAELI Prime Minister Yitzhak Shamir will present his own Middle East peace plan in Washington next week as a counter-proposal to a US peace initiative, according to his spokesman, Reuter reports from Jerusalem.

Mr Avi Pazner, the spokesman, said: "The Prime Minister is preparing his own peace plan which will submit to President Reagan and Secretary of State George Shultz in Washington between March 14 and 17."

Mr Pazner said Mr Shamir's plan would not be revealed before his departure.

However, Mr Shamir has insisted that Monday's hijacking of an Israeli bus in the Negev desert, in which three Israeli civilians and their three Palestinian attackers died, would have no effect on peace moves.

The US reiterated on Monday its call for a prompt response to its new Middle East peace initiative.

Trouble-shooting monk faces an uncertain future after failing to end protest

Tibet riots end lama's balancing act

FIERCE anti-Chinese rioting in Lhasa last week could herald the political downfall of one of Tibet's most mysterious figures who has both suffered and prospered under Peking's rule, Reuter reports from Jerusalem.

Western diplomats say the Panchen Lama has been a key broker between Peking's new generation of pragmatic communists and the devoutly religious monks of Tibet.

They recall that he opposed Tibet's nationalist movement but was a strong advocate of more liberal policies there, a stand now under fire in Peking after Saturday's renewed outbreak of violence.

The Panchen Lama, a 50-year-old Buddhist monk, is both a senior Government official in Peking as well as being Tibet's second highest spiritual leader.

His picture is often published in official newspapers and his portrait sits in temples next to that of the Dalai Lama. Tibet's God-king who fled into exile in 1959 after a failed, anti-Chinese rebellion.

Revered by many Tibetans but

hated as a collaborator by others who call him a "Chinese chopstick," he spent almost 10 years in prison during Chairman Mao Tse-tung's Cultural Revolution which ended in 1976.

Monks in Drepung Monastery, the largest in Tibet, said recently that he was tortured in jail and was still popular among Tibetans.

But a well-placed official reported that shops and stalls he owns near Lhasa's Jokhang Temple were looted in Saturday's rioting in which up to nine people were killed.

"Tibetans shouted: 'You sold the nation' and 'These are Chinese shop,'" the official said.

Diplomats said the Panchen Lama had been tipped to become China's next Vice-President later this month but hopes of higher office had been dashed by the latest events.

He was sent from Peking into Tibet in January as a trouble-shooter in the aftermath of pro-independence rioting last October. He was to ensure that Tibet's most important religious festival, which draws hundreds of monks



The Panchen Lama

and thousands of pilgrims to Lhasa, passed peacefully.

Only three weeks ago, senior Communist figures feted the Panchen Lama on his return to Peking, in the Great Hall of the People, praising him for following central Government orders.

acting decisively and winning the support of the masses.

But the tables were turned when anti-Chinese protests erupted on the last day of the festival and the Panchen Lama is now under tight security, the official said.

Since Saturday's rioting, his name has not been mentioned in official newspapers and the official said Peking would not risk sending him back to Tibet to try to heal wounds.

During his month-long inspection tour of Tibet, the Panchen Lama had called for more relaxed policies rather than a tighter rein from Peking.

Diplomats noted that the Panchen Lama, who first came to power in public that police had opened fire on rioters last October, an account that had been repeatedly denied by officials.

Little is known about the Panchen Lama's private life.

Foreign witnesses suggest that some nine people were killed after Buddhist monks began chanting pro-independence slogans at a temple in central Lhasa, and police moved in to arrest them. Monks and other Tibetans hurled stones at the police, some of whom opened fire on the protesters.

Significantly, the Panchen Lama, second in Tibetan spiritual rank to the exiled Dalai Lama, who fled Lhasa during an abortive uprising in 1959, has yet to make a comment on Saturday's protest, and has clearly been embarrassed by the incident.

Communist reformers have encouraged the Peking-based

political role.

Sources in Lhasa said police are questioning "dozens" of monks detained after the protest as well as many more pilgrims, apparently enraged when police tried to arrest the chanting monks.

The full extent of the Saturday's violence remains unknown,

as police cleared foreigners from the scene in the early afternoon.

Small arms fire was heard into the late evening and smoke was seen rising from the Jokhang Temple.

Peking says 309 police hurt in Lhasa protests

By ROBERT THOMSON IN PEKING

CHINESE officials said yesterday that at least 309 police were injured in a bloody pro-independence protest on Saturday in Lhasa, the Tibetan capital, suggesting that the incident was far more violent than the Government had previously acknowledged.

The protest has heightened divisions in the Chinese leadership over the Tibet issue. While the official media have quoted some officials as assuring that reforms granting freedom of religion will continue, others have argued that the Government has been far too lenient.

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some nine people were killed after Buddhist monks began chanting pro-independence slogans at a temple in central Lhasa, and police moved in to arrest them. Monks and other Tibetans hurled stones at the police, some of whom opened fire on the protesters.

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Tibet into serfdom again and separate it from China."

The protest has intensified argument in the already divided leadership over the course of reform in the region, and conservatives will certainly point to evidence that young monks led the pro-independence chanting on Saturday as a sign that the party's education programmes are to be overhauled and party control must be tightened. Conservatives say the monasteries are breeding grounds of dissent.

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Afghan war negotiators get down to details

By WILLIAM DULLORE IN GENEVA

INDIRECT TALKS between Pakistan and the Soviet-backed regime in Kabul on the withdrawal of Soviet troops from Afghanistan continued to hang fire yesterday.

Mr Diego Cordovez, the UN mediator who shuttles between the two sides, told reporters they might as well go sightseeing this week. There were, he said, still plenty of details to be settled before the four instruments of the withdrawal agreement could be signed.

At the end of a session lasting less than two hours yesterday, Mr Zain Noorani, the Pakistani deputy Foreign Minister, denied that the talks were stalemated.

But the crux of the delay is Pakistan's refusal to sign an accord before Moscow and the government in Kabul have agreed to synchronise the pullout in some way with the formation of a transitional coalition government in Afghanistan.

Washington, represented on the sidelines in Geneva by Mr Robert Peck, the deputy assistant secretary of state, is apparently not putting pressure on Pakistan to abandon its position on a coalition government.

The US was not unhappy with the present situation of "constructive ambiguity", an official said. Other US diplomats voiced sympathy for the Pakistani argument that bloody chaos would erupt in Afghanistan if the Soviet forces pulled out before a coalition administration had been accepted.

Moscow has not yet agreed to the "symmetry" demanded by the US in the cut-off of aid from the two superpowers to their respective clients in Afghanistan after the signature of a withdrawal accord.

A shift in the US position towards greater sympathy for the Pakistani attitude was signalled at the weekend by Ms Phyllis Oakley, a State Department spokeswoman.

She said the US would maintain its military support for the Mujahideen guerrillas fighting Soviet forces until it was satisfied with the terms of the withdrawal agreement and that there would be "symmetrical cessation" of Soviet military supplies to the regime in Kabul.

Punjab threat rejected

SIKH leaders yesterday condemned a threat of emergency rule in Punjab if Sikh separatists rejected Delhi's peace overture, Reuter writes from Chandigarh.

Mr Prakash Singh Badal, the former Punjab Chief Minister, denounced the threat to use emergency laws in the state where extremists want a Sikh homeland. More than 330 people have been killed there this year.

Senior officials said yesterday the Government had taken a calculated risk in announcing concessions to extremists and would not hesitate to take stringent steps if they failed to bring a political solution.

Malaysian GDP beats predictions

By Wong Selang in Kuala Lumpur

THE MALAYSIAN economy grew by 4.7 per cent last year and growth is likely to exceed 4 per cent this year, Sultan Mahmood Iskandar, the Malaysian King, said in his speech at the opening of Parliament in January.

His disclosure of a 4.7 per cent rise in gross domestic product is the highest official estimate ever made, and is well above the 2 per cent projected in the budget last October and 3 per cent predicted by the Malaysian Institute of Economic Research in January.

The King said continued economic progress depended on political stability, and called on members of Parliament and the people to give their "undivided support" to Dr Mahathir Mohamad, the Prime Minister, who recently squared a challenge to his leadership within his United Malays National Organisation.

Government officials said the higher-than-expected growth for last year was achieved because of strong commodity prices and increased oil production during the second half.

Tan Sri Jaffer Hussein, the Central Bank Governor, said latest indications showed Malaysia had emerged from the 1985-86 recession and was enjoying a broad-based recovery, led by firm commodity prices and strong demand for manufactured goods.

Meanwhile, the Ministry of Trade and Industry said in its annual report that manufacturing grew by 12 per cent last year compared with 7.5 per cent in 1986, with the best results in electronics, textiles and wood-based industries.

The less attractive aspect seen by the Reserve Bank is the country's propensity to import.

In the fourth quarter of 1987, imports were 30 per cent higher than a year before and in January this year the crude trade sur-

plus had narrowed to RM500 million (US\$300 million) at the prevailing financial rate from RM750 million in December.

Last month, Dr Gerhard Koch, the Reserve Bank governor, warned that a deterioration in the trade surplus and in the balance of payments current account could not be compensated while South Africa had to repay its foreign debt.

He said domestic interest rates would have to rise to protect the current account by persuading importers to finance imports with comparatively cheap foreign credit.

The recent weakness in the gold price has heightened fears that balance of payments difficulties could develop later this year unless they are headed off now.

However, the Reserve Bank does not want to cut imports needed to sustain the economic recovery.

Dr Koch has regularly expressed concern at the persistence of double digit inflation and the distinction to save rates of negative real interest rates from nominal rates less than inflation.

Inflation has been falling for two years, but was still running at a year-on-year rate of 14.3 per cent in January this year.

Assad dismisses Shultz Mideast peace plan

man said yesterday.

The Prime Minister is preparing his own proposal, a peace plan he will submit to President Reagan and Secretary of State George Shultz when he meets them in Washington between March 14 and 17," Mr Avi Pazner, an Israeli spokesman said.

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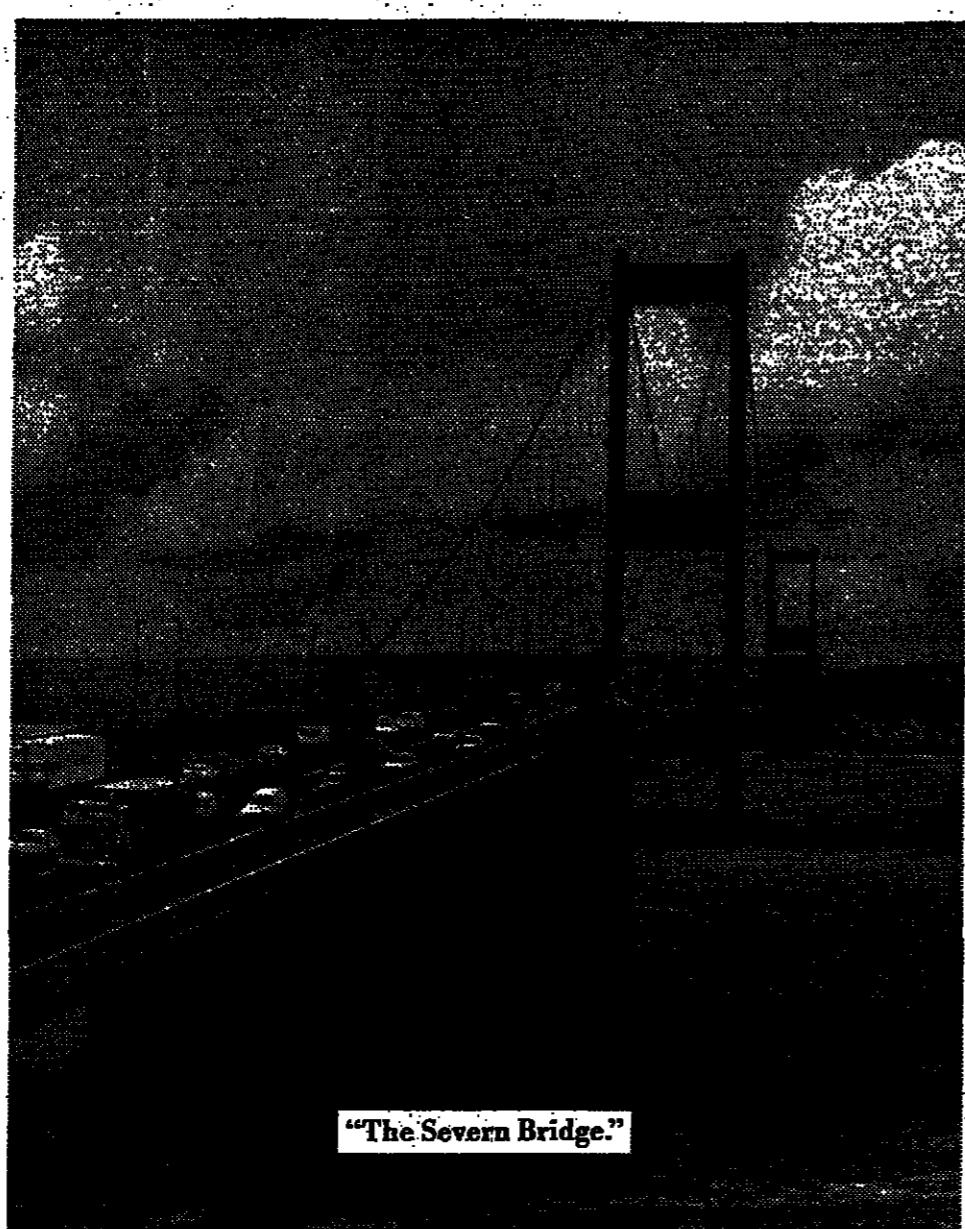
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AMERICAN NEWS

UK seeks to defuse row on Falklands exercises

BY LYNTON MCCLAIN

THE BRITISH Government and the Royal Air Force yesterday sought to reassure South America of the "modest scale" of the UK exercise to practise reinforcement of the Falkland Islands.

The exercise builds up this week with preparations for an airlift of troops and the deployment of Royal Air Force Phantom fighters and Nimrod aircraft, in the face of sharp criticism from Argentina and other South American countries.

The deployment to the Falklands will take place on March 17/18.

Air Chief Marshal Sir Peter Harding, the commander in chief of RAF strike command and UK air forces, was joined by Mr Robin Fearn, an assistant under secretary of state at the Foreign Office, at strike command headquarters, High Wycombe, to explain the "very modest exercise" to an international press conference.

Air Chief Marshal Harding said

the announcement of the Falkland Islands Reinforcement Exercise, *Fire Focus*, in the House of Commons on February 11, had created "enormous ructions" around the world, but the exercise was no more than a practice of our procedures for rapid reinforcement.

Mr Fearn said Argentina "may still be seeking a debate in the United Nations Security Council on the exercise, although such an exercise threatens no-one".

He said the reinforcement exercise was "an integral part of our policy of reducing tension in the region". The Government had also offered to return war dead to Argentina, to permit visits by Argentine next of kin to the Falklands and had proposed, in co-operation with the US, a "low key" exchange of personnel with Argentina, Mr Fearn said.

The Government faced criticism at the press conference from UK journalists who questioned why the Government needed to be so modest about its reinforcement exercise.

The Coone adds: In Argentina, criticism of the government's foreign policy and its handling of the Falklands Islands issue, is mounting from across the political spectrum.

A claim made at the weekend by Air Dame Caputo, the Foreign Minister, that the manoeuvres had been scaled down and postponed as a result of Argentine diplomatic pressure, was attacked by a leading daily yesterday as being a "cautious interpretation" of British intentions.

Political groups from the far-right and far-left held separate demonstrations in the capital condemning not only "British imperialism" but also the Argentine government for its supposed weak posture and a seeming lack of clear military contingency plans.

Hollywood writers vow to continue walkout

HOLLYWOOD television and movie producers scrambled to hire replacement scriptwriters and urged strikers to cross picket lines yesterday in an effort to keep game shows and soap operas on the air, AP reports from Hollywood.

However, the scriptwriters vowed to wait out the struggle as almost 2,000 of them marched five abreast in front of 20th Century Fox studios on Monday, the first day of a walkout over demands for higher fees and more creative control.

The issues include demands by writers for a higher percentage of foreign market distribution fees and more control over scripts, and a producers' demand to scale back syndication fees for one-hour television shows. Producers say new shows made for independent stations have dried up the rerun syndication market.

Contras refuse to attend renewed ceasefire talks

THE NICARAGUAN Contra leader, Mr Adolfo Calero said yesterday that the Contra rebels would not attend ceasefire negotiations that the Sandinista Government had scheduled for today, AP reports from Managua.

Mr Calero said in a telephone interview from Miami that Government officials had talked to the rebel leaders on Monday "at the last minute" to tell them "that they were ready for a meeting".

"Apparently what the Sandinista Government wants is a unilateral show . . .", he said. "We are not willing to attend a unilateral meeting set up by the Sandinistas."

Three days of talks were to be held at the frontier post of Sapoa, about 145km (90 miles) from the capital, Managua, along the southern border with Costa Rica.

Mr Calero said the rebels might agree to hold talks at a later date in San Jose.

President Daniel Ortega proposed the talks last week. He also said Cardinal Obando y Bravo, head of the Roman Catholic Church in Nicaragua, would no longer serve as a mediator.

Mr Ortega said the Government delegation to the talks would be headed by Mr Humberto Ortega, the Defence Minister and one of nine members on the ruling National Directorate.

The Contras nominated Mr Calero to head their delegation, but insisted that the cardinal be a witness at the meeting.

On Monday, the Government relented and said Cardinal Obando y Bravo and Mr Jose Baena Soares, secretary general of the Organisation of American States, had agreed to serve as witnesses.

The Government maintains the talks should focus on the laying down of arms as outlined in the regional peace plan, signed last August.

The rebels want the discussions to be expanded to include a proposal put forward last month in Guatemala City by the cardinal.

He called for the Government to grant a full amnesty to political prisoners, review a mandatory military draft law, allow full media freedom and renew a dialogue with its internal opposition.

Judgment tightens US merger rules

By Anatole Kalotsky in New York

US PUBLIC companies will face pressure to make earlier disclosures about preliminary merger talks - as well as being exposed to greater risks from shareholder lawsuits if they fail to do so - after a Supreme Court judgment announced on Monday.

The Supreme Court decision, in a 10-year shareholder lawsuit against Basic Inc, a Cleveland chemicals company, resolved two thorny issues of stockmarket regulation.

In the first of these issues, the court ruled unanimously that a company's management had an obligation not to mislead its shareholders about the existence of merger talks, even if these were only at a preliminary stage.

Previously, corporate lawyers had widely held that takeover negotiations only became "material" information after the two sides actually reached a merger agreement, at least in principle.

As a result it was believed that managements could issue denials or misleading incomplete statements about preliminary takeover talks, without violating a Securities and Exchange Commission rule that prohibits any misrepresentation of "material facts" about a company's activities.

On hearing that no more dramatics were expected that night, the scribes returned to their offices to report the casualties and muse once again over the ethics of the market price.

Under three years President

Ivo Darnay studies the omens after the sacking of Brazil's Central Bank governor

Sarney fiddles while heads roll

A STRONG whiff of decadent late-period Bonanza hangs over the glass and concrete ramparts of Brasilia these days. This Monday was a case in point.

As Congressmen debated an obscure new constitutional clause on national control of the sub-soil, they remained entirely oblivious to the blood-letting in the executive corridors of real power outside.

By early evening, reporters and civil servants were all aware that something was up in President Jose Sarney's Planalto Palace.

Rumours and alarms swirled among the tower-blocks.

Was Finance Minister Malison da Nobrega about to resign in protest at the President's foot-dragging on spending cuts? Was

Central Bank president Fernando Milliet due to be sacked or promoted? What was Mr Camilo Calazans, the long-serving Banco do Brasil chief doing there?

Soone or later, news from Mr Sarney's embattled bunker began to leak out.

Calazans' head had been chopped off for defying authorisation of a 40 per cent pay rise for his troops without prior permission. Milliet, on the other hand, had fallen on his sword in an attempt to preserve family honour in the face of the over-declining economy.

On hearing that no more dramatics were expected that night, the scribes returned to their offices to report the casualties and muse once again over the ethics of the market price.

Under three years President

Sarney's administration has bitten off and spit out four central bank governors and Mr Milliet

Banker saw the departure of Mr Calazans and Mr Milliet as welcome signs of a consolidation of control of economic policy by Mr Malison da Nobrega, the Finance Minister, Alexander Nicoll reports. The said that the completion of a new team "will help Mr Nobrega internally and is important in achieving progress towards a deal with the International Monetary Fund."

Though Mr Milliet has headed the team in the recently productive talks with the banks, bankers on the committee feel that the country has other highly professional negotiators, especially Mr Antonio de Padua Seixas.

Bankers are very conscious, however, that the biggest question mark hangs over whether Brazil's recent return to more orthodox relations with its creditors will ultimately win political approval at home.

Though the country has not formally ended its interest payments moratorium, it has made sizeable lump-sum pay-

ments to its creditors.

He had been badly in need of a victory.

That opportunity came, like a gift, from Mr Calazans, who last year succeeded in sinking Mr Nobrega's predecessor's pay policy with a strategic rise to his employees just after a state sector freeze had been called.

His successor Mr Elmo de Araujo Camelo, a conservative, is known and liked in New York from his days as head of the São Paulo state bank and carries a certain gravitas Mr Milliet lacked.

Nevertheless, to foreigners the omens of yet another change are bad. After all, to lose one Central Bank governor is a misfortune; to lose four is something more than catastrophic.

Meanwhile, Mr Nobrega's chances of soon becoming the government's fourth ex-finance minister diminished slightly as a consequence of Monday's events. Thwarted in his efforts to freeze public sector salaries last week,

he had to give in to demands for drastic measures to tackle the

bloated public sector whose wages alone are now threatening to absorb all federal revenues.

For as if deaf to all his minister's warnings on salaries, Mr Sarney promptly undid the good of Mr Calazans' dismissal by authorising a fully-indexed 16 per cent rise for the civil service this month, rejecting even the fall-back option of limiting it to the lower paid.

Where Mr Nobrega will now turn for his savings is a mystery to observers in Brasilia given the resistance of many ministers to let the axe be taken to their spending programmes.

Yet with inflation heading towards 20 per cent a month, printing cash or scattering more government paper around the capital markets looks dangerously like flirting with hyperinflation.

Mr Delfim Netto, the former Finance Minister and one of Brasilia's rare free marketeers, believes a crunch cannot be far off. "In the end, a government has to measure the political cost of doing something unpopular against the political cost of doing nothing at all. It will have to act," he told the Financial Times yesterday.

Nevertheless, Mr Netto is now convinced that Mr Sarney's economic fiddling has gone on too long for him to bring round the Constitutional Assembly to his plea for a five year mandate and a presidential, as opposed to parliamentary system of government.

Until tough decisions are taken, Rome will burn and the "elections now" mob will continue to mass at the palace gates.

WORLD TRADE NEWS

Japan and China in technology talks

By Robert Thomson in Peking

CHINESE and Japanese trade and investment officials met in Peking yesterday to discuss problems plaguing economic relations between the two countries, including continuing technology transfer difficulties.

The Chinese Government has been disappointed by the level of Japanese investment and the present session of the Sino-Japanese economic consultation group will focus on means of attracting further investment in China.

Peking is now less perturbed by the bilateral trade surplus in Japan's favour, which fell 52 per cent last year to \$3.7bn, after Chinese leaders warned that the deficit was "unacceptable" and imposed tough restrictions on imports of Japanese consumer goods.

China's exports last year to Japan, its largest trading partner, amounted to \$6.4bn, up 33.9 per cent, and its imports totalled \$10.1bn, down 18.8 per cent.

Japanese company representatives based in Peking suggest that investment in China could rise significantly this year, as confidence has returned in political stability.

Japanese companies were wary after the dropping early last year of the Communist Party chief, Hu Yaobang, who had a particularly warm relationship with Tokyo.

Shen Juemin, China's economic minister of foreign economic relations and trade, said Japanese investment last year was \$2.7bn, up from \$2.1bn in 1986 and \$2.63bn in 1985. Shen said there was much room for improvement.

He claimed that the revaluation of the yen was one of the main factors leading to the fall in Japanese exports to China, though Japanese officials argue that import restrictions are a more important reason.

Chinese trade officials are continuing discussions with Japanese government officials on outstanding contracts affected by technology export curbs, and the Chinese want Japanese companies generally to increase the sophistication of the technology they are prepared to export.

Japan typewriter groups hope to forestall EC dumping ruling

ROBERT THOMSON IN PEKING

JAPANESE typewriter companies, which this week became the first concern to feel the full force of a new European anti-dumping law, hope to appeal against the penalties before they come into effect, David Thomas and Stefan Wagstyl write.

This crackdown by the European Commission on Japanese assembly plants which import most of their parts from the Far East is likely to reinforce a new trend in Japanese investment - a move by Japanese component manufacturers to set up shop in Europe.

The commission announced this week that duties would be imposed on four Japanese typewriters.

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UK-Turkey gas contract approved by Ankara

By Jim Bodenham in Ankara

THE FIRST of several large Turkish construction contracts in the UK for UK companies in 1988 was carried out in the first half of last year.

The value of imported content in their machines was now below 50 per cent.

Canon makes typewriters in Brittany, and Matsushita in Newport, South Wales. Sharp and Silver Reed, the other groups affected by the ruling, both have factories in Britain.

The issue may not be resolved as quickly as Canon and Matsushita hope, because definitions of local and imported content differ widely.

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UK NEWS

UNIONS PREPARE TO CHALLENGE INDUSTRIAL RELATIONS REFORMS

Railways face fight on job changes

BY CHARLES LEADBEATER, LABOUR CORRESPONDENT

PROPOSALS FOR a far-reaching overhaul of industrial relations in the British railway industry are facing mounting opposition from trade unions.

British Railways Board says the proposals, which affect the jobs of more than 100,000 workers, are vital to put the industry on a more commercial footing.

The industry's collective bargaining procedures were severely criticised last year by a Monopolies and Mergers Commission inquiry into rail services in the south-east of England. The

inquiry said it was wholly unacceptable that it had taken seven years to negotiate the introduction of driver-only trains.

Under the board's proposals hundreds of joint management and union local district committees, which handle local negotiations, would be replaced by direct negotiations between managers and local union officials.

The regional structure, which

has operated for about 30 years, will be replaced by a system tailored to the needs of the board's

five business sectors.

The board would also like to alter the framework for national negotiations, including the arbitration machinery of the Railway Staffs National Tribunal.

Mr Rosser wrote in the latest issue of the TSSA journal that the board had designed the machinery for its own ends rather than to pursue good industrial relations. The revised machinery would lead to growing resentment and more disputes because it removed vital safeguards for the unions.

Both unions, as well as the

National Union of Railmen

said a large proportion of the

movements submitted to their

annual conferences this summer

urged the unions to oppose the

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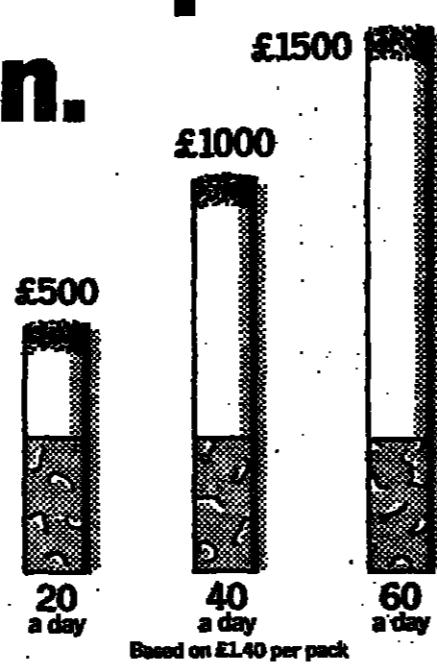
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Company Notices

ANGLO AMERICAN INDUSTRIAL CORPORATION LIMITED

(Incorporated in the Republic of South Africa)

Company Registration No. 0/6326/04

5.625 PER CENT CUMULATIVE FIRST PREFERENCE SHARES OF R2 EACH

NOTICE IS HEREBY GIVEN that shareholders of No. 13 in respect of the aforementioned preference shares in the above numbered 1987-78, 1988-89, 1989-90, 1990-91, 1991-92, 1992-93, 1993-94, 1994-95, 1995-96, 1996-97, 1997-98, 1998-99, 1999-2000, 2000-01, 2001-02, 2002-03, 2003-04, 2004-05, 2005-06, 2006-07, 2007-08, 2008-09, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22, 2022-23, 2023-24, 2024-25, 2025-26, 2026-27, 2027-28, 2028-29, 2029-30, 2030-31, 2031-32, 2032-33, 2033-34, 2034-35, 2035-36, 2036-37, 2037-38, 2038-39, 2039-40, 2040-41, 2041-42, 2042-43, 2043-44, 2044-45, 2045-46, 2046-47, 2047-48, 2048-49, 2049-50, 2050-51, 2051-52, 2052-53, 2053-54, 2054-55, 2055-56, 2056-57, 2057-58, 2058-59, 2059-60, 2060-61, 2061-62, 2062-63, 2063-64, 2064-65, 2065-66, 2066-67, 2067-68, 2068-69, 2069-70, 2070-71, 2071-72, 2072-73, 2073-74, 2074-75, 2075-76, 2076-77, 2077-78, 2078-79, 2079-80, 2080-81, 2081-82, 2082-83, 2083-84, 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FIATGE^{OT}TECH
EARTH TECHNOLOGY

MANAGEMENT

WHEN COATS PATONS and Vantona Viyella joined forces two years ago to create Coats Viyella, the biggest textile group in Europe, the raison d'être for the union was clear.

Coats owned a vast network of companies all over the world, but had little to sell except sewing thread and knitting yarn, while Vantona sold everything from shirts to sheets, but only in one country, Britain.

If Vantona Viyella's products could be sold through the Coats Patons network, the new group should – or so David Alliance, its chief executive, hoped – become one of the most powerful forces in international textiles.

But before this grand design could be turned from theory to practice, the two companies had to be integrated into one. There were two obvious obstacles to this: devising a management structure to control so vast a business and creating a common identity that would draw together two companies with completely different cultures.

The Coats Viyella of today embraces 250 subsidiaries and employs 100,000 people with interests in every area of the international textile industry. It manufactures in more than 30 countries and sells to over 100.

In terms of culture Coats Patons was characterised by a proud history dating back to the early 1800s and the complex management structure it had created to control its international thread empire. Vantona Viyella, by contrast, was the entrepreneurial product of a speedy series of acquisitions in the 1970s and 1980s.

Though it is notoriously difficult to meld organisations with different cultures, Alliance and his team had some distinct advantages in tackling this task.

First, there was a feeling of frustration at almost all levels of management of Coats Patons. This was partly due to its top-heavy management structure, and partly to its low rating on the stock market, which inhibited expansion.

Second, in contrast to so many "mega-mergers" of the day, the creation of Coats Viyella was comparatively bloodless. The Coats Patons board had completed the painful process of cutting back both its European businesses long before the merger. Moreover, as Coats and Vantona had very few common areas of activity, there was little surplus capacity to be shed.

There has been some rationalisation (see box) since the merger. But, by and large, the formation of the new group has been free from all the too familiar round of cuts and closures which so often accompany mergers and which can be so damaging to management morale.

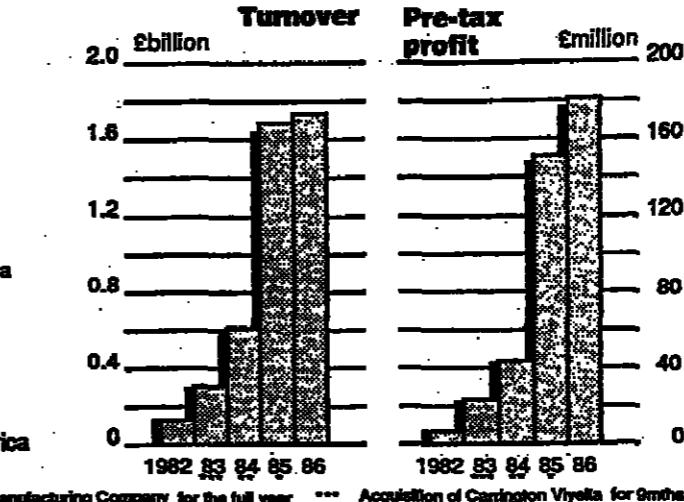
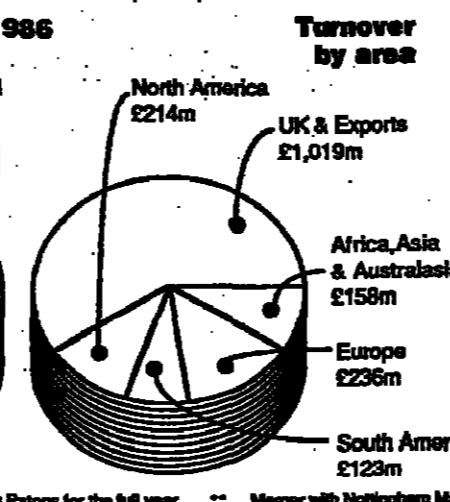
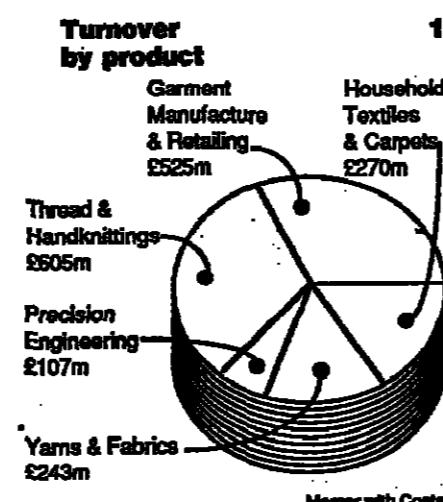
Making a merger work

New product strategy – the next key test

Coats Patons merged with Vantona Viyella two years ago to form Europe's largest textiles group. Alice Rawsthorn assesses progress



David Alliance



those rare cases of a true merger rather than a takeover in disguise," says McAdam.

Two years on from the merger the restructuring and reorganisation has come to a halt. "The first phase of the merger has been completed," says Rosemary Barnard, textiles analyst at the James Capel stockbroking house. "But motivating management and breathing new life into a company is relatively easy. The second phase – introducing new products to the international network – will be much more difficult."

This second phase has barely begun. Alliance is as enthusiastic as ever about the opportunity of introducing Vantona Viyella's products to the Coats Patons network.

The group is already using its network to source goods overseas, though the volumes involved are still comparatively small. It is, however, using its overseas subsidiaries to gather information about the textile companies in their markets. This information will be collated into a database to help with sourcing in the future.

But the process of introducing Coats Viyella brand names to new international markets will be rather slower – as the experience of introducing the Dorma home furnishings collection to France illustrates.

Dorma was first introduced to France 16 years ago, but last year its expansion was accelerated by the formation of a subsidiary to co-ordinate marketing, design and distribution in the French market. The progress of the venture has been slow, however, and Dorma's market share is still comparatively small.

In France, Dorma's progress has been impeded by the need to create different designs for the market – consumer preferences for textiles tend to differ from country to country – and by the fact that it takes time and money to build up market share. The same problems will apply to other products in other markets. Nevertheless, Alliance is optimistic.

France, he says, is the most difficult European market to penetrate. Others will be easier. The full fruits of the group's international opportunities will, he predicts, become apparent over the next few years.

David Alliance always said that we would have to wait until 1988 before his international plans would take effect," says David Buck, textiles analyst with the Barclays de Zoete Wedd securities group.

"All in all the first phase of merging Coats Patons with Vantona Viyella must be judged to be a success. As for the international masterplan: the jury is still out."

THE STORY of Coats Viyella begins in the Manchester of the early 1950s when David Alliance arrived, at the age of 18, as a proverbially penniless immigrant from his native Iran.

Alliance stayed in Manchester, borrowed £2,000 from a money lender, and set about buying and rebuilding troubled companies in the Lancashire cotton industry. Vantona Viyella, by contrast, was the entrepreneurial product of a speedy series of acquisitions in the 1970s and 1980s.

Though it is notoriously difficult to meld organisations with different cultures, Alliance and his team had some distinct advantages in tackling this task.

First, there was a feeling of frustration at almost all levels of management of Coats Patons. This was partly due to its top-heavy management structure, and partly to its low rating on the stock market, which inhibited expansion.

Second, in contrast to so many "mega-mergers" of the day, the creation of Coats Viyella was comparatively bloodless. The Coats Patons board had completed the painful process of cutting back both its European businesses long before the merger.

Moreover, as Coats and Vantona had very few common areas of activity, there was little surplus capacity to be shed.

There has been some rationalisation (see box) since the merger. But, by and large, the formation of the new group has been free from all the too familiar round of cuts and closures which so often accompany mergers and which can be so damaging to management morale.

Coats Patons, by contrast, was seen as sleepy, sluggish and scarred by internal dissent.

In January 1986 the Coats International, the successful Scottish textiles group, the merger made sense. Dawson was regarded as one of the best managed groups in the industry with an impressive record for exports. But within a fortnight its offer was topped by Vantona Viyella.

Vantona won the day. Coats Viyella now embraces industrial and consumer thread, hand-knitting yarns, clothing manufacturing and retailing, industrial spinning and weaving, precision engineering, household textiles and

carpets.

Since the merger the main area of reorganisation has been in the US, where the old Coats & Clark's companies have been divided into four profit centres: industrial thread, consumer thread, craft products and hand-knitting yarns.

Within the thread division there has been some slight rationalisation in Europe, following the concentration of production into specialised units.

The hand-knitting business has been one of the most difficult areas of activity because of an unexpectedly severe slump in the market throughout the world. Coats Viyella has responded by withdrawing some lines and closing

one plant in the US.

In the clothing field the group has continued its investment in new technology within the old Vantona companies to improve competitiveness. The Jaeger business has, however, been restructured by being broken up into smaller profit centres. It is now concentrating on expanding its retail interests (see Management Page, January 18).

Within the old Coats spinning interests, the new group has again upgraded production plants and has integrated two companies.

By contrast the precision engineering business, which had been a small but successful part of the old Coats, is

an area for investment and expansion – as is household textiles, once the first candidate for international expansion.

Carpets is possibly the most problematic area of activity. Coats Viyella has already rationalised four production units into two and is now integrating the administration and warehousing.

Last year it bought Youghal, a troubled Irish carpets concern, and is currently reorganising that business.

Yet carpets, the problem area, is not the product of the merger with Coats Patons, but of the earlier union between Vantona and Nottingham Manufacturing.

Directors, then checked by Alliance or McAdam. This system is used as a means of encouraging the managers to concentrate on future expansion plans.

On the whole, employees have been receptive to the new structure. As a result remarkably few managers have left since the merger.

In a sense Alliance had an advantage in that, because the senior team at Vantona had been so lean, he generally needed the involvement of the Coats Patons executives. Without their help he simply would not have had enough managers to run so large an enterprise. Just as there was little surplus capacity to be shed, so there were few superfluous executives.

Thus from an early stage it was evident that, far from being marginalised, many of the Coats Patons people were playing important roles in the development of the new group. "This has been one of

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The new management team set about communicating the direction of the new company to its employees. The old Coats Patons board was dissolved within six weeks of the merger and a new management structure created, so that, from the earliest possible stage, all changes and decisions were to come from the new Coats Viyella.

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FINANCIAL TIMES SURVEY

Giving workers a stake in their companies and thus changing the nature of capitalism are long-term

processes, with setbacks inevitable along the way (a UK Budget tax break might help). But, even so, employee ownership has made some progress, says Charles Leadbeater, Labour Correspondent

A share of the action

EMPLOYEE SHARE ownership poses two great challenges to the way that companies, and the economy, operate.

The first is a challenge to the traditional definition of a job. One of the basic drivers behind employee share ownership is the idea that there must be a better way to link people to the economy than through a job and a wage. The relatively narrow parameters of worker involvement in the economy, set by the wage system, are challenged by the idea that part of a worker's income should be a direct return on capital.

Even limited forms of employee ownership, such as profit sharing, share savings schemes and personal equity plans, challenge the idea that a wage is a defining characteristic of a job. Employee share ownership is based on a more open recognition that people do not appear in the economy merely as "workers" but as savers, investors and consumers as well. The trend towards employee share ownership is part of a broader approach to how people can lead their economic lives.

But this blurring at the edges of the idea of employment is com-

patible with a fairly traditional idea of capital ownership.

Capital will still hire labour, it will still have broadly the same interests, and broadly operate through the same managerial structures – it is just that workers will have a share of the action.

The second challenge to the idea of capital ownership, the former it takes and the powers it brings, is much less developed. But potentially it has more far-reaching consequences, for it could lead to a much more thoroughgoing change in the way that companies are run, and the way that they operate.

Employee share ownership has developed in slightly contradictory ways in the last couple of years. The proliferation of schemes to provide workers with some income from, and some control over, capital suggests there is enough diversity for companies to be able to tailor schemes to their particular needs. While this diversity of schemes may indicate a lack of coherence – there is a tremendous difference between a generous executive share option scheme and an employee-owned co-operative –

it also suggests employee share ownership is likely to expand over a broad front.

First, if the employees of a company own the stock, it could radically alter the logic of hiring and firing. Union critics of employee share ownership argue that while shareholders may at times have an interest in making workers redundant, workers would rarely see a logic in redundancy for the sake of profit. To ask workers to become shareholders will thus either be a sham or lead to hopeless confusion.

On the other hand, employee-owned companies may have an in-built tendency not to want to recruit more workers, as this would expand the number of peo-

ple wanting a share of the profits.

Employee share ownership may be good for the current workforce but not as beneficial as traditional forms of ownership for potential workers.

This kind of problem seems to have had little effect on the most significant employee-owned companies. This is partly because employee-owned companies tend to introduce non-financial forms of participation and at the end of the day management retains important prerogatives.

However a second problem has begun as employee-owned companies may have got their shares at a reasonable price, if not for free. After several years of growth the shares will have risen in value.

Workers leaving the company will expect to be able to redeem

their shareholdings; this means the company could face soaring liabilities for the repurchase of shares from departing employees. Where does it get the money from?

Workers entering the company may well not be able to afford to buy the higher value shares from their departing colleagues.

One solution would be to hire the recruits as ordinary wage workers; but this would create a division within the workforce.

Another would be to create an external market for the shares, by bringing in non-worker outsiders, willing to invest in the company by buying the shares of departing workers.

However, it could damage the employee-owned character of the company if an increasing proportion of capital was bought by outsiders.

Employee-owned companies seeking to expand face similar dilemmas. To raise investment for expansion or modernisation may require going to outside investors.

This is the challenge faced by successful employee-owned companies such as the National Freight Consortium in the UK and Weirton Steel in the US. It may well be that they will want to develop "grey" forms of capital ownership, with outsiders granted more limited rights than the worker shareholders, to manage expansion but simultaneously secure the benefits of employee ownership. Negotiations between these companies and outside investors should give an indication of how malleable the traditional ideas of capital ownership may be.

The benefits of employee ownership, for motivation, productivity and performance, suggest a steady flow of companies will be drawn to it, and that it may have a permanent place within the economy. The difficulties suggest that for a proportion of these companies, however, full employee ownership may be a transitional, almost selfliquidating, form of organisation.

Despite these difficulties there are several factors which suggest employee ownership is likely to continue to grow, albeit gradually. There is a growing interest in the role that wider capital ownership could play in redistributive social policies, in large part because it seems to offer a way to redistribute resources without necessarily endangering effi-

ciency. Whether or not this hope is borne out, it seems likely that with the expansion of home ownership and pensions, the next target for people's savings could be more direct forms of investment. The stock market crash may have temporarily damped enthusiasm for direct individual investment, but in the longer run it is likely to reassert itself.

Institutions previously sceptical are showing greater interest. Several unions – and the TUC – seem to be taking a more open attitude towards employee share ownership. In part, this is a recognition that the popularity of the idea with their members is not an artefact of the Thatcher Government. The challenge for the unions, as for the Labour Party, is to find a way to articulate this interest in wider capital ownership in a way which contrasts with the Government's approach.

In the main, the momentum behind the growth in employee share ownership will come from companies as they seek new ways to involve and motivate their employees, not just to raise quantitative productivity but to improve the quality of output.

But the evidence of the United States suggests that any dramatic growth in employee share ownership, particularly in employee ownership plans, will depend on whether they are granted some form of tax concession. Whether or not this might happen depends in turn on the resolution of a continuing tension within the Conservative Party over the kind of share ownership it wishes to encourage.

The privatisation programme has been aimed at encouraging wider individual share ownership. The main justification for this form of wider share ownership is that people should learn the disciplines of investment decisions, and this in turn will breed a deeper understanding of how the economy operates. For the individualists, employee share ownership plans look like a disguised corporation.

Tory supporters of ESOPs argue that production is generally a collective rather than an individual activity. While a free-market philosophy may suggest individualism should guide the drive towards wider capital ownership, the reality of people working together in offices and factories suggests that a capitalist collectivism may be a more successful strategy for companies.

Employee Ownership

problems of its own. Two, in particular, stand out.

First, if the employees of a company own the stock, it could radically alter the logic of hiring and firing. Union critics of employee share ownership argue that while shareholders may at times have an interest in making workers redundant, workers would rarely see a logic in redundancy for the sake of profit. To ask workers to become shareholders will thus either be a sham or lead to hopeless confusion.

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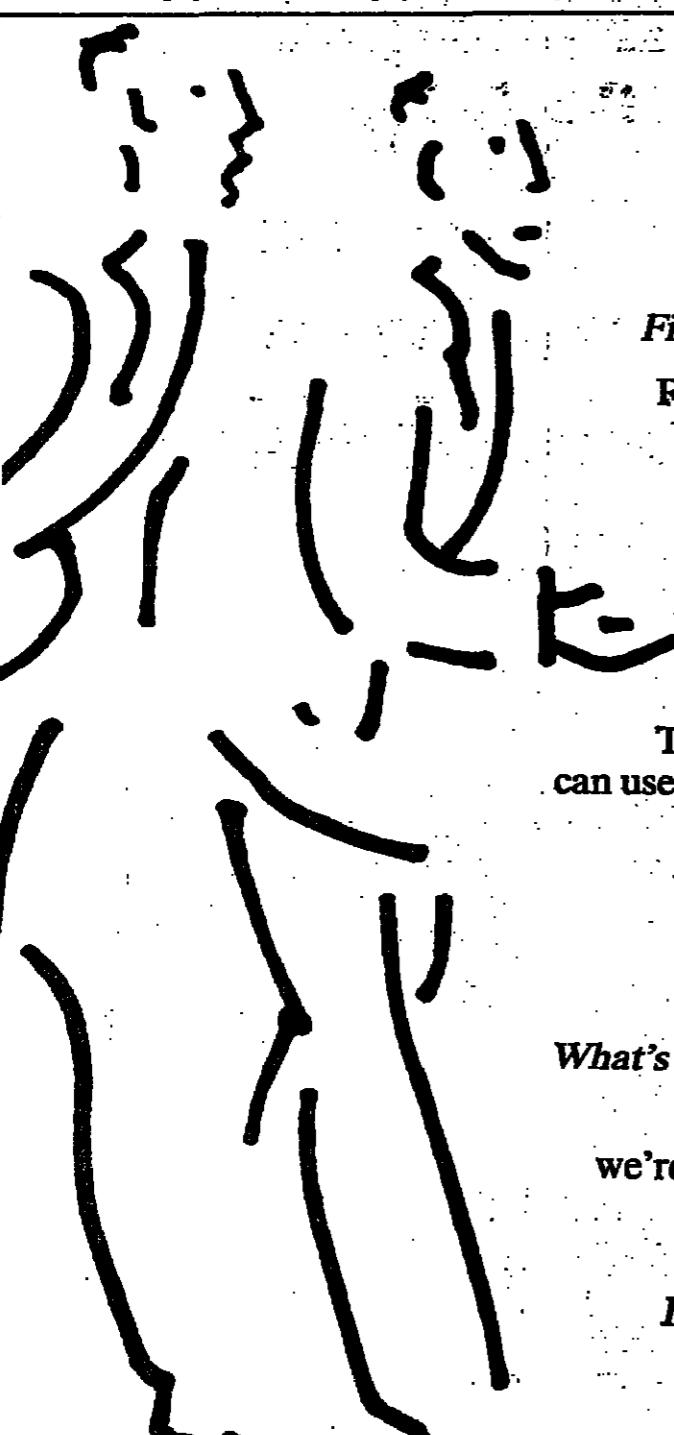
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Workers leaving the company will expect to be able to redeem



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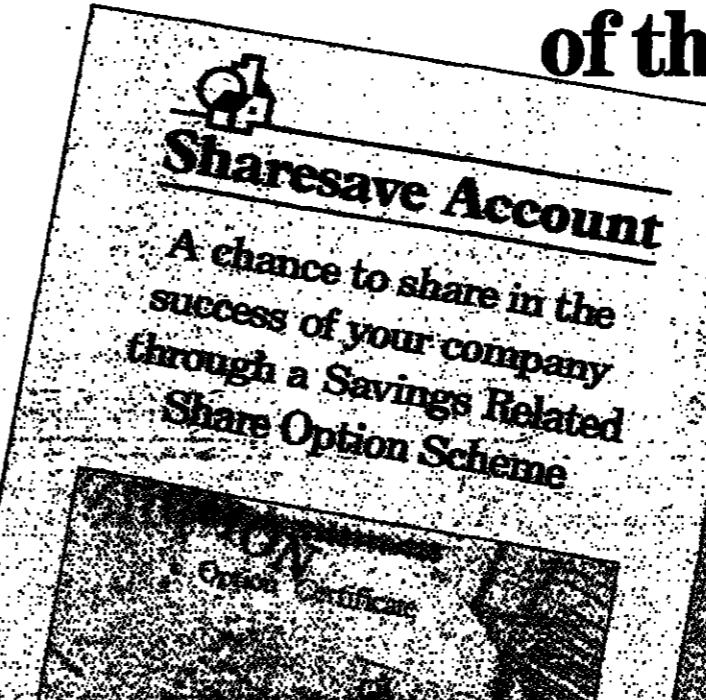
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EMPLOYEE OWNERSHIP 2

THE ENTHUSIASM of the 3,000 worker shareholders of the National Freight Consortium packed into the Opera House in Blackpool last month symbolises the prevailing image of employee share ownership: an idea that promotes the greatest happiness - and wealth - of the greatest number.

Among the companies that have made the experiment, there are few doubts. They argue that wider share ownership offers advantages ranging from the tapping of a useful source of investment capital to stable shareholder support for management, improvements in employee commitment, and the lessening of the chances of industrial action.

Yet the example of the National Freight Consortium bears a closer look. A company that had made its name as an outstanding example of the potential benefits of employee share ownership was proposing to its staff that they agree to a flotation because it believed the grand experiment had reached its limit.

At that meeting, Sir Peter Thompson, NFC chairman, argued that the company's complicated internal market faced the possibility of the supply of workers' shares eventually outstripping demand - with the consequence that a group of institutions would have the right to buy unwanted shares.

Clearly, the notion that employee share ownership is always the best guarantee of stable shareholder commitment has its flaws. Are there similar limits to the other advantages conventionally cited in favour of such schemes? Do all their benefits have to be balanced against disadvantages?

The advantages are generally said to fall into two categories, employee relations and financial. Starting with employee relations, the first argument usually advanced is that they improve staff commitment to the company, and lead to a higher quality of work from staff because they can see direct benefit from the company being successful.

Thus Mr David Erdal, chairman of Tullis Russell, refers to a "dramatic" difference in the quality of work at the company since it has introduced wider share ownership. That view is supported by the worker trustees of the trust that holds employees' shares at Tullis Russell.

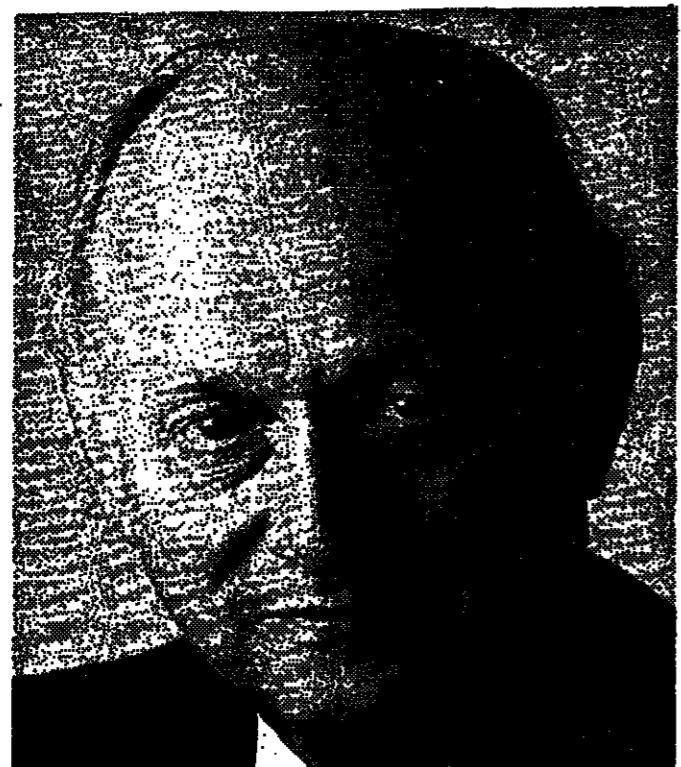
The problem is that such a change is almost impossible to quantify financially. Sir Peter cites the commitment of worker shareholders as a major reason for NFC's exceptionally strong growth since 1979, but such a belief inevitably remains an article of faith rather than a proven fact.

A second advantage often cited - although more guardedly - is that the negotiating climate can be changed for the better and the chance of disruptive industrial action diminished. Along with this, some companies point with satisfaction to the limits that may be placed on the influence of trade unions.

Two reasons are given: that workers feel they have a stake in the financial well-being of the company and are less willing to risk its profitability, and that mistrust is lessened by the fact that the company - in the case of share-outs - may be seen as generous and willing to offer its workers some measure of control.

National Freight's experiment reaches the end of the road

Esop fable for our time



Sir Peter Thompson, chairman of National Freight Consortium

Thus industrial pressures of the sort seen to have built up at Ford Motor Company because of belief among some workers that they deserved a greater share of increases in labour productivity and profitability are said to be limited in companies where part of such benefits is automatically passed on.

A third point is that stability among the workforce itself can be offered by the possibility of a stake in the company. This advantage is obviously a short-term one, behind management share option schemes, but in sectors with shortages of skilled labour, it can equally apply to schemes involving wider share-outs of equity.

Fourth, some argue that employee share ownership can lead to greater pay flexibility if part of a worker's income comes directly from profits which fluctuate with the employer's fortunes.

Each of these advantages can be seen to suffer from the difficulty of being precisely calculated. A breakdown in industrial relations leading to a strike, or a high rate of labour turnover, tends to be more visible - and the effects more clearly calculable - than the absence of either.

Though the notion that employee relations are improved by share ownership is plausible, one or two pitfalls lie in store for any company that chooses to distribute shares in an attempt simply to gain employee loyalty and a peaceful life.

The first is that resources may be allocated without any clear gain in collective bargaining: trade union negotiators generally

NFC in the UK is an example of one that would probably not have been privatised but for the availability of funding for a buy-out from employees.

A second argument is that they offer the attraction of a stable and committed band of shareholders. A distribution of equity through a profit-sharing scheme was deliberately chosen at Tullis Russell as a stable means of providing the liquidity to buy out family stakes in a private company.

There is a related point: employed shareholders who gain directly from business growth may be willing to support long-term investment which limits the prospect of short-term profits. This advantage over conventional profit-sharing schemes may be significant in some sectors.

Finally, although this has not been fully tested, the loyalty of employee shareholders to their company may act as a buffer against predatory takeovers. Many managements caught in such battles might be grateful for a band of shareholders more interested in the company's future than its share price.

Yet the example of NFC shows that large-scale employee shareholdings - particularly those held individually and not in a trust - can create financial insecurities and constraints. About £18m in equity changed hands in internal dealings at NFC last year, and the company was worried by the problems such selling might eventually create.

The fear of volatility and a lack of commitment to long-term holding of stakes are often mentioned at companies which have recently brought in employee share schemes. The five-year period for individual tax exemption within an approved scheme is regarded as an unknown frontier.

It is for this reason that Tullis Russell may seek a US-style employee share ownership plan for any further distribution of ordinary shares - the example of NFC and the potential problems that large individual shareholders can create is regarded as a cautionary tale.

NFC highlights a further point: a company seeking access to capital to expand may have to bite the bullet of taking control out of the hands of its worker shareholders. The more it benefits from such a share-owning structure, the more intense may be the pressure to seek new forms of equity.

Given the limited extent of employee share ownership in Britain, it is still hard for a company to judge accurately whether the advantages outweigh potential risks - in particular whether increases in staff commitment have a financial value exceeding any longer-term instabilities.

The emphasis of NFC's Blackpool meeting may now be the dominant image of employee share ownership: that image could be modified by the spread of such Esop plans in Britain.

John Gapper

Why Tullis Russell is so keen on the benefits

Shareholders who will back long-term investment



Mr David Erdal, chairman of Tullis Russell

AS ONE OF his company's union convenors puts it, Mr David Erdal is "a wee bit of a revolutionary". A former member of the Workers Revolutionary Party, he keeps on his office bookshelf the collected writings of Deng Xiaoping.

Mr Erdal hardly fits the accepted pattern of a chairman of a medium-sized British manufacturing company. However, his revolutionary fervour is now mostly confined to the virtues of employee share ownership.

So keen is he on the idea that last October he stood outside the Winter Gardens hall in Blackpool, exhorting - with limited success - those arriving at the Conservative Party's annual conference to attend a fringe meeting about it.

But his enthusiasm is sometimes expressed in unusual terms - he cites Darwinian theory to back his belief that it is the natural method of collective ownership - it stems from more than just untested faith in the potential benefits.

Since 1985, when Mr Erdal took over his family firm - Tullis Russell, a private paper manufacturing company based near Glenrothes, Fife - he has distributed free to 1,400 employees 4.7 per cent of the share capital.

The original motivation was to maintain staff loyalty as he set about restructuring the company's management. About 150 staff lost their jobs: the effect on morale in a company with a tradition of caring for staff was, he says, "shattering".

Most of the company's employees, as members of the print union Sogat '83, were already imposing an overtime ban. Into this atmosphere of mutual distrust and hostility, Mr Erdal stepped with his plans for profit-sharing and employee share ownership.

The share ownership scheme - under which 7.2 per cent of the firm's profits are distributed annually in the form of shares - had another advantage for Mr Erdal: it was a means for members of the Russell family to realise their shares in the company without the threat of control passing elsewhere.

He describes a sea-change in attitude since the start of the scheme - which has given an employee of 20 years service £2,500 in equity. "In the past, there was a real feeling of a division of interest, but now people on the shopfloor joke about how managers are wasting their money," he says.

long-term investment programmes with limited short-term profitability.

The latter is important at Tullis Russell where investment such as the commissioning of a new coating plant can take several years to start its contribution to profits, and might be unpopular with a workforce dependent simply on profit-related bonuses.

Mr Erdal believes employee share ownership has enabled Tullis Russell to begin restructuring its ownership in a manner which allows members of the Russell family to reduce their stakes without threatening the traditions of the company.

It has been continued with a profit-sharing scheme that paid an annual bonus of 8.75 per cent of earnings last year. He describes the two as "an ideal development of the best of the family company ethos in a form which is suitable for the 21st century".

Mr Erdal admits to only one fear about the present share ownership plan: that it may drain the company financially to maintain control of employee shares in the event of large numbers being sold by staff at the end of two or five years, or when they leave.

At the moment, this does not constitute a serious worry. Mr Erdal estimates the value of total employee shareholding before the October equity market crash at £2.3m against a company borrowing facility of £20m, only £2m of which is currently taken up.

However, it remains one of the major beliefs, seeking a trust model for the future distribution of a large proportion of ordinary shares. Otherwise, Mr Erdal believes, such a share-out could eventually lead to pressure for a stock market flotation in the manner of National Freight Consortium.

There remains an air of puzzlement among some at Tullis Russell as to exactly why Mr Erdal has taken such radical steps to change the ownership of the company without any pressing financial need to do so. Most explanations come back to the personality of the company chairman himself.

Mr Erdal denies any suggestion that it is merely a personal hobby horse, but admits that he views the potential benefits as of enormous social significance. "I have been concerned all my life with trying to make the system fair and work for all the people," he says.

John Gapper

Case study: Martin Hopmann

Humanisation - but a lack of dynamism

A CAR dealership in the small town of Siegen, near Cologne, Germany, was established in 1973 by Klaus Hopmann, who decided to give the shares to the trust without charge.

According to a recent report on the company, "it was the Protestant Church's social work which led him to become interested in the 'humanisation of the workplace'.

The central idea was that capital should be the servant of labour.

The trust controlled capital worth about DM4.8m in 1986. Each year employees receive a share of the profits: half in cash, with the remainder lent back to the company. This employee loan stock attracts an interest of 7 per cent which is paid out at the end of each year. It is repaid in 48 equal monthly instalments, from the date that the employee leaves the company. At the end of 1986 the average loan stock holding of a typical qualified motor mechanic, who had benefited from profit-sharing since its introduction in 1982, was about DM19,500.

The profit-sharing payouts have varied from a high of

DM648,500 in 1977 to a low of DM50,622 in 1984. As a percentage of annual payroll costs, the profit-sharing payout has varied from highs of 21.2 per cent in 1970 and 20 per cent in 1977 to lows of 3.5 per cent in 1974 and zero in 1981.

The trust is governed by five trustees, who according to the report play the role of constitutional monarch: they are informed and occasionally consulted, but wield little power within the company.

This kind of employee ownership via a trust is fairly unremarkable within the employee-owned sector. What sets Martin Hopmann aside are his measures for non-financial employee involvement.

First, there is an economic committee, made up of equal numbers of top management and representatives from the works council. The committee is chaired by an independent, agreed by both sides.

The committee is a device to ensure that management secures workers' representatives to any major and non-routine decision.

Management cannot incur additional expenditure over \$10,000 without the committee's approval; in effect, it is involved in all major, non-routine management decisions. It was the economic committee, for instance, which took the final decision that the company should sell Japanese cars, and that it should not invest in a new showroom.

Secondly, a system of work groups was set up in 1976, following a government grant. These work groups are the foundations for employee participation in the business.

All employees, including top managers, office staff, and foremen, must belong to a group with between 10 and a dozen members. Wherever possible, the 20 groups follow the division of work within the company.

Work groups are being introduced in a large range of companies. What marks out Martin Hopmann's work groups are their rights and powers. Most strikingly, they have the power to veto the management's appointment of a supervisor, or a new member to the team. They also have discretion to organise their work as they wish, and submit formal proposals on any issue that concerns them. Each group elects a speaker to pass on their concerns to management.

Many workers at the company are union members, but union influence is limited. The report explains: "The negative power of work groups is almost certainly stronger than what could be wielded on their behalf by a trade union in a conventional company."

Does this combination of employee capital ownership and strong participation work? The answer from Martin Hopmann is that all depends on what is to be achieved. The report notes a lack of dynamism and constraints on redundancies, which may stem from the collective ownership of capital and the power that gives the workforce.

While more individual ownership might create more dynamism, the company judges collective ownership is more important for the collective morale and solidarity of the workforce.

The report says the company clearly places the goal of humanisation of work at least on a par with profitability: the interests of the current workforce are probably more important than those of potential recruits. Labour turnover is extremely low, with an average of one person leaving every four years.

The company's profits were 2.1 per cent of turnover in 1987, compared with a national average for GM dealerships of 1.6 per cent.

Martin Hopmann's market share of new car sales in Siegen is 18.5 per cent compared with a national average for GM dealers of 15.5 per cent.

Since the company's repair department makes a loss, it seems that in the longer term the company will survive only if it diversifies. Employee ownership and control may be a constraint as much as a bonus, given that at Martin Hopmann it has tended to give the current workforce considerable power as against outside capital owners or new workers.

Martin Hopmann GMBH, A Company Case Study of Advanced Employee Participation in the Federal Republic of Germany, published by Partnership Research Ltd, 9 Poland Street, London W1V 3DG.

Charles Leadbeater

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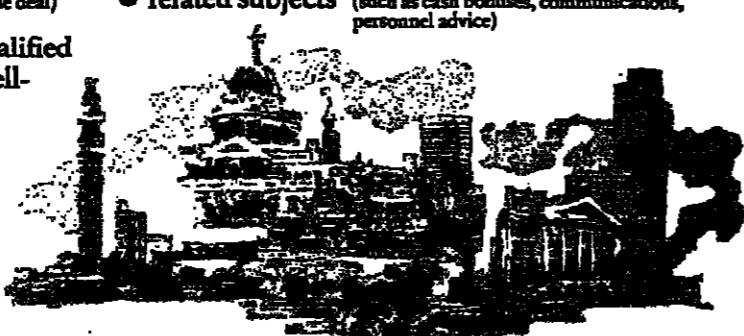
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How union attitudes are changing

Now the labour movement is at last waking up to 'participation'

WHEN TWO supermarkets in Philadelphia were bought out in 1982, it was the union, local 1637 of the United Food and Commercial Workers, rather than the management, which took the initiative. The union made the opening and closing purchase bids and then provided loans for members to buy up the shares.

A recent American advisory paper on arranging employee share ownership plans lays out the requisites for success: "Money, the ability to raise funds to purchase the assets; markets - a market for the product in the present and the future; management - competent and capable management willing to work for an employee-owned company." Working-class solidarity does not figure high on the list.

The UK unions are nowhere near this kind of open endorsement of employee share ownership and what it implies. However there are signs of change, and these could be significant, for the experience of the US suggests unions can contribute to the success of an employee-owned business in two important ways.

First, in many US cases unions have suggested employee share ownership. Second, employee-owned companies rely on participative, co-operative employee relations; this may well require a much more open and enthusiastic approach from the unions.

The employee share ownership plans introduced by Unity Trust, the train union-backed bank, have all involved unions. At Roadchef, the transport catering company, the GMB general union was closely involved in an Esof which gave 800 employees a 25 per cent holding.

The TGWU supported the employee buy-out of Provincial Buses at Gosport, Hampshire, while ASTMS, now part of MSF, the general technical union, was involved in establishing the 25 per cent employee holding at Ireni-Radiators, the management-led employee buy-out from the Amstrad Rover Group. The ABU engineering union helped set up a 12.5 per cent holding in Coven-Tech Printers.

Most of these are small stakes, with small numbers of employees, but they indicate the first signs of a willingness of change among Britain's trade unions.

An American success story...

Why the lessons of Weirton's steel plant are not all that simple

MR WALTER BISH felt awful. It was the middle of bitter winter, February 1982. Losses at the Weirton steel plant, where he worked, did not look as though they would abate. Company projections put them at \$334m in 1984 and 1985. The US National Steel Corporation had just announced it intended to cease investment.

Weirton - the town almost as much as the plant - faced closure. With 12,000 employees it was the largest employer in West Virginia, a major consumer of coal and electricity, the largest taxpayer in the area.

Mr Bish, then recently elected as president of the Independent Steelworkers Union, in effect, a company union at Weirton, recalls: "There was no queue of people waiting to buy a complete steel mill - other than as scrap."

Another option was to reduce employment to about 1,500 and turn the plant into a finishing mill. The only other way ahead was to launch an employee share-ownership plan (Esof) to buy the plant and re-lot it.

Mr Bish says: "It was a terrible new idea: we knew very little about how an Esof worked. There was a good deal of suspicion.

From those inauspicious beginnings grew the largest independent employee-owned company in the US. It employs about 8,000 people producing steel 365 days a year, 24 hours a day.

Distress buy-outs such as Weirton's make up only about 3 per cent of the 7,000 or so Esof schemes in the US, and that seems the story of Weirton may

be untypical. Nevertheless, it is a litmus test of whether employee share-ownership can make a contribution to turning a company around.

The first step towards that goal was to convene a joint study group made up of union and National's management representatives. The group was helped by a background of co-operative industrial relations in the preceding years.

In the beginning, Weirton hired external expertise to see if the plant's costs could be cut and whether it could find a market for its steel. Another company of external consultants put together the Esof structure and another handled the sale negotiations with the parent company.

The most controversial recommendation to emerge from the business plan was that wage costs had to be cut by 32 per cent, and then employees had to go six years without an increase.

But there were factors which softened the blow. The ISU had survived as a company union because the company had consistently paid a premium of about 10 per cent above going wage rates in the industry, which it now does for almost all its wage workers in manufacturing.

Negotiations with National management agreed to reduce the wage cuts to 20 per cent.

Nevertheless, the employees were being asked to vote for an unusual form of collective ownership, which must have appeared to have carried considerable risks, and to take a wage cut of one-fifth for the privilege.

After an intense communica-

tions drive by management and unions, 2,208 of the 5,777 union members eligible to vote went for the Esof. It was set up in January 1984 at a \$194m buy-out, one of the biggest.

The plan appealed to union members because they had little or nowhere they could go to get another job. The union also saw opportunities in it to renegotiate agreements to ensure union participation in decision-making.

Mr Bish says: "We did not choose an Esof - it was forced upon us by circumstances. But since that was the case we decided to turn it into an opportunity."

The sale also made sense for National. The price was probably some \$200m less than the costs associated with redundancy and closure. This may in part explain why the company provided hundreds of thousands of dollars to fund the Esof feasibility studies.

The venture has apparently been a success: output has risen from 1.06m to 2.7m tonnes a year and all 8,000 employees laid off at the time of the closure plan have been offered new jobs at the plant. The company is the seventh largest US steel producer; the final quarter of 1987 was its 16th consecutive profitable quarter.

It made profits of \$80m in 1984 on turnover of \$587m, falling to a profit of \$45.5m in 1985 on turnover of \$1.17bn.

The financial participation has been only a part of that success. The company has also introduced employee participation groups for quality, and groups to answer production problems. This has been complemented by an extensive training programme, and the introduction of weekly company news videos which employees can take home with them.

Is it all that simple? Mr Alan Prosser's decision to join Weirton as finance director was greeted with incredulity by his friends, he recalls. "They all asked 'Why are you going to work in rust valley?'

Like Mr Bish, Mr Prosser is an enthusiastic supporter of the Esof. But if it is to allow the company to grow successfully, it must provide flexibility, he argues. Provisions negotiated at the plant faced closure may not be appropriate for a business which needs capital to invest.

Outside investors may not be keen on a profit-sharing system which provides bonuses of 50 per cent if profit is more than \$250m.

The implication is that the profit-sharing formula would need to be renegotiated to attract outside capital for a 10-year investment programme worth \$100m.

Mr Prosser says: "I think the profit-sharing formula is too rich. There is a danger that we are harvesting capital for today rather than investing it for tomorrow."

Yet according to Mr Bish this profit-sharing was and remains one of the main attractions for workers who took a wage cut. Indeed, despite three stock allocations to employees and two profit-sharing payouts, the workers have still not made up for their wage cut of four years ago.

Mr Prosser is also concerned by the company's liability concerning the company's liability.

The financial participation has been only a part of that success. The company has also introduced employee participation groups for quality, and groups to answer production problems. This has been complemented by an extensive training programme, and the introduction of weekly company news videos which employees can take home with them.

Charles Leadbeater

...and the US downside

Failure risks high for old adversaries

IF WEIRTON shows how successful employee ownership can be, the story of Ryatt Clark Industries shows there can be a downside.

Based in Clark, New Jersey, HCI started life as the New Departures Hyatt Division of General Motors. In 1980, after demand for its tapered bearings had tailed off, its parent decided to close. The union, local 736 of the United Automobile Workers, initially offered wage concessions as a means to stop closure. When this failed it turned to an employee buy-out as the second-best option.

A joint union-management Job Preservation Committee was set up to examine possibilities outside consultants recommended a wage cut from \$11.50 to \$9.00 an hour. Whereas co-operative relationships at Weirton deepened during the planning stage, at HCI they found it much more difficult to overcome traditional adversarial industrial relations, according to a recent study.

Union support for the \$53m Esof buy-out was unanimous, although half the workforce of about 1,500 had already accepted voluntary redundancy. There were only minor differ-

ences between the HCI Esof and the Weirton package: it seems the Esof itself cannot explain the differing fortunes of the companies. HCI made small profits in 1983 and 1984, but then plunged into a loss of \$4.8m in 1985 and \$6.5m in 1986. It was wound up in 1987.

According to the study, what explains this dramatic decline was the failure of the Esof to lead to a real change in industrial relations. Employee ownership alone was not enough to turn the company around; it needed a new approach to ensure higher quality and productivity.

It was partly that the company did not pursue participative management vigorously enough. But the financial aspects of the package, which started with a wage cut also matter. In April 1984 the company failed to make a profit-sharing payment as planned. A report by consultants from Cornell University a year later said this could have been the turning-point. The absence of a profit-sharing payment led to mounting shopfloor frustration.

The Cornell report identified a number of glaring weaknesses at the plant - excessive machine down time; poor scheduling of

work; lack of training for operators and supervisors; lax discipline. All this was compounded by an annual management turnover rate of 32 per cent.

This was part of a reflection of the across-the-board salary cuts introduced at the time of the buy-out. Attempts to increase the relative pay of managers ran into union opposition.

From the experience of HCI it is clear that employee ownership works best when bolstered with non-financial forms of participation. In addition, the pay and profit-sharing arrangements need careful planning to ensure they produce high morale and cohesion rather than increasing frustration and dissension.

The study concludes that the main lesson from HCI's experience is: "Essentially, unless management and union are really committed to working together after an employee buy-out, then the risks of failure are high."

Employee Stock Ownership Plans in the United States, published by Partnership Research Ltd, available from 9 Poland Street, London W1V 5DG, price on application.

Charles Leadbeater



Mr J D F Freeman, managing director of People's Provincial Buses

this long-run trend, and the accompanying saturation of traditional forms of savings such as National Savings Accounts and building societies may well exacerbate inequalities.

A similar sort of message comes from a paper presented to the TUC and the Labour Party's policy reviews by the Union of Communication Workers. The UCW has played an influential role in shaping Labour policy towards social ownership. It says that share ownership is now well entrenched, despite the falls in equity prices.

However it argues that current

forms of share ownership have brought employees limited, temporary financial gains and little influence over the way that their companies are run. It urges Labour to adopt policies which would require every company over a certain size to distribute shares to its employees, and require privatised utilities to distribute shares to all its customers.

Unions should be encouraged to acquire shares through privatisations, and to gather individual shareholdings through proxy votes. It also forcefully backs employee share ownership plans of the kind advocated by Mr Bryan Gould, the party's trade and industry spokesman.

Undoubtedly, there is a long way to go before the debate in Britain's politics becomes one of how wider employee share ownership should be organised, but the first signs have emerged that the labour movement is beginning to wake up to the issue.

Charles Leadbeater

Fiscal incentives

Juicy tax breaks

THE DRAMATIC growth of employee share ownership plans in the United States is partly explained by strong fiscal incentives.

As Mr Jeff Gates, a former senior aide to a congressional tax committee puts it: "Writing bills for a tax committee teaches you that there is no inherent limit to greed. There is a hell of a lot of tax juice in the employee share ownership system."

A related problem has been to define the role of managers under the participative management demanded by the Esof. And this is not the only people problem for the company.

Like Mr Bish, Mr Prosser is an enthusiastic supporter of the Esof.

But if it is to allow the company to grow successfully, it must provide flexibility, he argues.

The across-the-board wage cuts have produced problems of recruitment and retention, particularly of skilled workers and managerial staff. That has hampered the plant's flexibility. What effect this has had on industrial relations will only become clear next year when the company conducts its first pay bargaining with the union since the Esof was set up.

The absence of help bargaining has probably helped more co-operative industrial relations; the first negotiations will show how far the identity of interests of workers has shifted.

The lessons of Weirton are not all that simple. An employee ownership plan can help to turn around a company which was almost on the floor. But an Esof does not solve every problem. In some cases it puts old problems on a different footing, which may make them more resolvable.

It may bring in a more open and participative management. But it can also introduce inflexibilities and rigidities, create new divisions of interest, particularly between inside capital owners and potential investors; current workers and potential recruits.

Charles Leadbeater

there is a growing lobby pressing the Government to amend its law governing executive share options to ensure that only companies which introduce a scheme for all employees should be able to win tax benefits for their executives.

Secondly, there is increasing demand that there should be separate legislation for employee share ownership plans. Draft legislation has been drawn up by New Bridge Street Consultants, the employee share ownership consultancy. During the debate on the 1986 Finance Bill, Mr Nigel Forman, a leading Tory backbencher, tabled a draft clause to give employee share ownership tax relief. A revised proposal was submitted before the 1987 Budget.

There has also been intense lobbying in the run-up to this year's Budget, whether it has been successful remains to be seen.

There seem to be two likely obstacles. Firstly, the reliefs on profit-related pay were introduced only recently. These PRP reliefs have had a relatively slow take-up. Given the political capital invested in the idea, the Treasury is likely to want to get this right before introducing another relief.

Secondly, the proposal runs into a central tension within current Government thinking. The Government seems more drawn towards individualised forms of share ownership, which teach the discipline of investment and risk. For many in the Government, Esofs smack of modernised corporatism: it may be a particularly business-oriented collectivism but the argument runs, it is collectivism nonetheless.

While there are supporters of this modernised, business-oriented corporation, the supporters of reformed collectivism still seem outweighed by the individuals.

Charles Leadbeater

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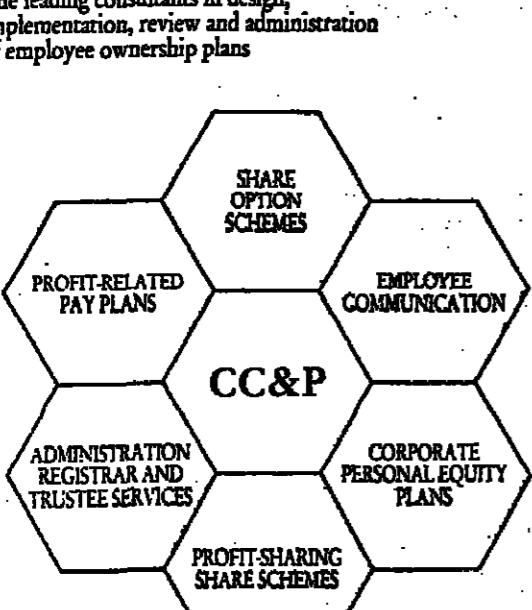
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JOBS

True confession of a prejudiced recruiter

BY MICHAEL DIXON

IF THERE is anything rarer in the Jobs column's experience than headhunters doing badly in business, it is company chiefs who doubt their perfection as recruiters. So it was a delight to receive the following confession from the joint boss of a marketing consultancy.

"I found myself using some very unfair selection criteria the other day," the letter says. "We had the choice of two well qualified graduates - one male, one female - to join our small team. The size is important because fitting in personally is obviously a greater consideration when people are working in close proximity.

"I said to my colleague that, of the two, I would prefer the girl rather than the boy because men in their early 20s are not as steady as women at the same age. They tend to think they are going to run the world and don't buckle down so hard. Also, they tend to spend a lot of time and energy sorting out their sex lives and overdrafts. 'The girl seems to have got her head together much better,' I remarked."

"My colleague said: 'Yes, I agree. He's a baby compared to her in terms of personal maturity, even though he's had more work experience.'

The letter then poses two questions:

1 "Are we making our judgement of maturity against experience fairly?

2 "Are our judgements clouded

by the fact that we both are women?"

The letter goes on to wonder if the case reported marks the rise of a new brand of prejudice in recruitment. "Having been on the receiving end myself for some 15 years in work," the writer adds, "perhaps I am subconsciously getting my own back."

"It may well be that she is. But since I suspect that I was far from alone in being surprised by the revelation that the two consultancy bosses were women, there would not seem to be much ground for complaint."

Pay paragons

ACTUARIES - as enduring readers of this corner of the FT may recall - have been defined as "people who would have been accountants, except that they couldn't stand the excitement".

But if actuaries lead a dull life, it has the compensation of being lucrative. For, as the table shows, they make accountancy types in general look meagrely paid.

My figures are taken from two

surveys by the Remuneration Economics consultancy. Both are based on information supplied by employers throughout Britain.

The one covering actuaries, 916

of them, was made jointly with their professional institute and although it has only just been published, it shows how their pay stood on November 1 last year.

The date of the one covering

financial management staff was September 1. But the figures have been adjusted in accordance with the prevailing rate of pay increases to bring the two studies in line. Anyone wishing to know more about either should contact Peter Stevens of the consultancy at 51 Portland Road, Kingston upon Thames, Surrey KT1 2SH; telephone 01-549 5726.

The table compares the salaries and total money rewards - including bonuses and so on but not the value of in-kind perks such as company cars - of both kinds of specialists working at similar levels of responsibility.

The lower quartile represents the person who comes a quarter of

the way up from the bottom of a ranking of all in the same specialism at the same level, the median the one in the middle, and the upper quartile the person a quarter way down from the top. The averages are calculated in the standard way.

One reason for the actuaries' handsome lead, the survey says, is that they have had an 18.1 per cent pay rise on average in the past 12 months. But recruits with the necessary statistical ability are still hard to find. Moreover, to judge by the fall I reported a fortnight ago in the number of British teenagers who want to take degrees in mathematics, the scarcity looks bound to become

worse - and the pay better - in years to come.

Rare lawyer

ANOTHER species of worker in short supply is qualified lawyers with consummate skill in the procedures for documenting City-type bond transactions.

Or so it is claimed by recruiter Archie Ailbeck-Graves of Noel Alexander Associates, who seeks one for an investment bank in London. Being unable to name the employer, he promises to abide by applicants' requests not to be identified to his client at

this stage. So does the other headhunter mentioned later.

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Pharmaceutical Analyst - Tokyo

A Pharmaceutical Analyst is sought by a Global Securities house of unique reputation for success in all markets. This job is based in Tokyo and in this case, age is immaterial.

To discuss these jobs or your overall objectives in Fund Management, ring or write to Keith Fisher or Caroline Magnus at Overton Shirley and Barry, Prince Rupert House, 64 Queen Street, London, EC4R 1AD. Tel: 01-248 0355.

One of our consultants will be available in Tokyo and Hong Kong in the next few days.

Overton Shirley & Barry
INTERNATIONAL SEARCH AND SELECTION CONSULTANTS

CRÉDIT AGRICOLE

Project Financier

Due to expansion in our Corporate Banking Department we are seeking an experienced Project Financier to join the Project and Property team. The Bank is experiencing considerable growth in its commercial business and is developing expertise in a number of niche markets including the financing of leisure, infrastructure and property projects in the U.K.

Ideally aged 28-35 you will be a graduate with sound credit training and a good understanding of cash-flow based analysis. You will have several years' project finance experience gained in a position where you have been responsible for entire transactions from origination to documentation. You should be a dynamic, entrepreneurial and energetic individual with commitment, enthusiasm and a sense of humour.

You will be working as part of a small cohesive team with colleagues who are developing the Bank's Property Financing capability. The position carries an attractive package comprising a competitive basic salary with discretionary bonus and all banking benefits. The right candidate can expect a long term career within the Bank with a real prospect of running a dedicated Project Finance Department.

Interested applicants should contact our retained consultant, Mark Hartshorne on 01-404 5751 or write to him at Michael Page City, 39-41 Parker Street, London WC2B 5LH.



Michael Page City

International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

A member of Addison Consultancy Group PLC

UK EQUITY FUND MANAGER

Our client is a prestigious Merchant Bank with a long tradition in asset management. Vacancies now exist for institutional portfolio managers to take responsibility for a number of sizeable UK equity pension funds.

The appointed individuals will be required to contribute fundamentally to group investment policy and are therefore likely to demonstrate a minimum of five years previous experience within a similar organisation. All candidates should be graduates aged in their late 20s-early 30s.

EUROPEAN ECONOMIST

c.£20,000

An exceptional individual is sought for the newly-established global research group of a major UK Stockbroker. Although primary responsibility will be for European research, applicants must also demonstrate a flexible approach towards a broad range of financial and political matters.

Candidates must have the ability to apply their strong quantitative and mathematical skills to asset allocation issues; computer literacy is also a pre-requisite.

In both instances there will be substantial scope for advancement; remuneration will be competitive, commensurate with age and experience. To discuss these positions further, in strictest confidence, please contact: Hilary Douglas, Stuart Clifford or Christopher Lawless on 01-583 0073 (answeringphone outside office hours).

BADENOCH & CLARK

RECRUITMENT SPECIALISTS
10-18 NEWBRIIDGE STREET, BLACKFRIARS, LONDON EC4A
LLOYD'S AVENUE, LONDON EC2

Investment Management for Private Clients

London SW1

Our client is a private U.K. bank which provides a comprehensive range of banking and financial management services both for individuals and companies.

We are seeking an Investment Manager to work closely with the two executive directors responsible for investment management. Responsibility for day-to-day discretionary investment decisions both for private clients, pension funds and two unit trusts will be the prime focus of the role, but liaison with existing and promotion to new clients are also important aspects of the job. A background in private client fund management or stockbroking is desirable and the role is probably suited to someone in their thirties.

A competitive salary and generous fringe benefits are offered. Candidates should send a resume in total confidence to the consultants handling this appointment at the address below:

The Welbeck Group Limited

PANTON HOUSE, 25 HAYMARKET, LONDON SW1Y 4EN.

F/X DEALERS

Young, self-starters with at least two years' relevant experience of major currency dealing operations are sought by a medium sized, quality European bank. The rewards package is designed to attract and retain individuals of high calibre with the potential for advancement. In the first instance, please write enclosing a CV or telephone for a personal history form, quoting ref. 5060, to Angela Britton, Banking/Finance Appointments.

RECRUITMENT SELECTION & ADVERTISING

EXECUTIVE CONNECTIONS

3rd Floor 43 Edge Street
London WC2B 2AP. Tel: 01-580 2462
or call John Connell on 01-589 5279 (out of hours)

Jonathan Wren

Capital Markets Division

SENIOR EUROBOND SALES

£Negotiable

Due to recent expansion an international merchant banking organisation wishes to appoint a highly experienced sales professional to strengthen their capital markets sales team. The successful candidate will have gained at least four years' sales experience with a committed player and possess a proven track record. A knowledge of US, DM, Yen and Guider products together with ability in a European language would be advantageous. An attractive salary, benefits package and bonus scheme will be offered to the successful individual.

SALES DISTRIBUTION MANAGER

£50,000+

The merchant banking division of a major US bank currently seeks a senior manager to assume responsibility for the sales and distribution of all capital markets instruments to Benelux countries. In order to have gained the relevant experience and seniority essential for this role, it is envisaged that the ideal candidate will be aged between 35 and 45 years, possess a strong background in marketing banking products within the Benelux area and be highly experienced in leading a professional marketing team. Excellent long term prospects and a highly attractive benefits package are offered.

Please forward a detailed cv or call Anne Fernicle or Jane Almond on 01-623 1266.

LONDON

HONG KONG

SINGAPORE

SYDNEY

Jonathan Wren

Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 01-623 1266. Fax: 01-626 5258.

METROPOLITAN BOROUGH OF WOLVERHAMPTON

West Midlands Metropolitan Authorities Superannuation Fund FINANCE DEPARTMENT

U.K. EQUITY MANAGER

The West Midlands Metropolitan Authorities Superannuation Fund is one of the largest pension funds in the U.K. with assets of more than £1.5bn. The portfolios are fully diversified and are managed in-house by a small team of specialists.

A vacancy has now arisen due to the appointment of the present U.K. Equity Manager to the post of Investment Manager with a large private sector pension fund. Applicants for the post should have extensive relevant experience. The successful candidate will be responsible to the Principal Investment Manager for all aspects of the management of the U.K. equity portfolio, which is currently valued in excess of £750m.

The salary payable will be within a range which extends from £17,970.p.a. to £21,890.p.a. and starting salary will depend upon the experience of the person appointed.

A scheme of assistance for relocation costs is available.

Further details and application forms (quoting code number 85/19) from Director of Finance, Civic Centre, St Peter's Square, Wolverhampton, WV1 1RL. Telephone (052 312061. Closing date 20th March 1988.

Wolverhampton Metropolitan Borough Council is an equal opportunity employer and positively welcomes applications from all sections of the community irrespective of an individual's sex, ethnic or national origin, colour, age (up to 65 years), disability, sexual orientation or responsibility for dependants.

WOLVERHAMPTON COUNCIL Working for you

International Banking



Banking

ACCOUNT MANAGER COMMERCIAL BANKING

A reputable European Bank with an expanding London operation are seeking to strengthen the Account Officers team, by recruiting an additional panel aged 20-30 with the benefit of sound commercial banking experience. The position is at manager level and will involve responsibility for selection of clients, marketing the bank's services and subsequently maintaining the relationship.

SALARY: c£22,000 plus car

For further details, either please call Frank Hoy or alternatively forward a curriculum vitae to the address below.

INTERNATIONAL RECRUITMENT CONSULTANTS, TEL: 01 628 7601

100 LONDON WALL, LONDON EC2M 5PF

Gordon

TREASURY

FX Dealers
Corporate Dealers
Deposits Dealers
Swaps Specialists
Financial Engineers

Michael Page City see these areas as positive growth markets and as a result has two specialists covering them. They would be delighted to advise clients on their current or future requirements. Additionally they would be pleased to talk to experienced candidates considering a career move.

Contact Nick Bennett or Nick Root on 01-404 5751 or write to them at the Treasury and Investment Division at Michael Page City, 39-41 Parker Street, London WC2B 5LH. Strictest confidentiality assured.



Michael Page City

International Recruitment Consultants
 London Paris Amsterdam Brussels Sydney
 A member of Addison Consultancy Group PLC

US TREASURY BONDS

Our client is a highly profitable US trading house, a primary dealer fast expanding its presence in a number of International markets. Its outstanding success, in contrast to current global trends, has provided the scope to create a new Treasury team. Opportunities are available in London for high calibre individuals to form the core of the sales or trading team.

Trading

Essential to success in this position is the ability to make markets in high liquidity instruments. You will certainly possess experience with a major trading name. Now your ambitions are focused on the challenge of building a profitable trading activity within a highly specific environment which boasts the most sophisticated dealer support systems available.

Enthusiasm and energy are essential qualities together with the flexibility to adapt to a constantly growing environment. The emphasis will be firmly on teamwork combined with limitless potential for personal development.

Interested individuals should contact Anita Harris, in confidence, on 01-606-1706 or write to her at the address below.

Anderson, Squires Ltd.,
 Financial Recruitment Specialists
 127 Cheapside, London EC2V 6BU

Sales

This is an ideal opportunity for you to develop into the firms leading T-Bond sales person in London. An experienced sales professional you will already be an acknowledged specialist in US T-Bonds. This represents a rare greenfield opportunity which can offer you the scope to create a blue chip European client base.

Interested individuals and/or companies with leadership and the finance, apply in the first instance to:

The principal of Pita-Feast Corporation of California,

the fastest growing food franchise in the USA, arrives in London on 21st March 1988. We will interview the applicants for the master franchise rights in the United Kingdom of this health orientated (sugar, salt and additive free) food chain.

Interested individuals and/or companies with leadership and the finance, apply in the first instance to:

J Langer, 6 Heath Drive, London NW3

Senior Credit Analyst

City Bank

Negotiable Salary + Bank Benefits

Reorganisation in our credit function has created an opportunity for a Senior Credit Analyst with a minimum of 3 years' experience analysing both banks and UK companies.

The successful candidate will be responsible for bank lines, country risk analysis and presentation, working closely with our correspondent banking function.

There will be opportunity to participate in developing and maintaining our correspondent banking relations. Good oral and written communication skills are essential.

In addition to an attractive salary, fringe benefits include mortgage subsidy scheme, pension and life assurance scheme, private medical cover, personal and season ticket loan facility and staff restaurant.

Please write in confidence with career and salary details to:

Mrs Linda Cobbald, Manager - Personnel
 Royal Trust Bank, Royal Trust House, 48-50 Cannon Street, London EC4N 6LD.



Unit Trust Sales

Euille Gifford is one of the most successful investment management groups in the UK with funds under management of £2.2 billion. Their policy of maintaining Funds to invest in specialist markets and their skilful management of these funds is reflected in outstanding performance and growth.

The company is a Unit Trust management company in London in 1975 which in this short period has achieved sales in excess of £100M. Most of these sales are to institutional investors throughout the UK, based on high profile and solid reputation of this Edinburgh based company creates a significant proportion of direct enquiries.

They now wish to recruit a sales and marketing specialist in the City to join the resident partner who is Managing Director of this part of the business.



PA Personnel Services

Executive Search • Selection • Personnel Consultancy

Hyde Park House, 66 Knightsbridge, London SW1X 7LE
 Tel: 01-588 6060

Spot Dealer - Foreign Exchange European Currencies

£27,000 + bonus + car

Our client, a publicly quoted merchant bank and a member of the Accepting Houses Committee, is seeking to recruit a Spot Dealer to further strengthen its Treasury Department.

Treasury and foreign exchange represent a significant part of the bank's business and it currently has a dealing staff of approximately 20.

Reporting to the Senior Foreign Exchange Dealer, you will have responsibility for dealings in spot Dollar/Belgian Franc and Dollar/ECU, you will also be involved in forward deals on the interbank market.

This is a key position and applicants should be aged 25 to 35 with at least three years' experience of trading spot European currencies. You will be academically bright and able to

FINANCIAL MANAGEMENT SELECTION

Whitehead Rice

Corporate Dealers



**ELDERS FINANCE GROUP
 U.K. LIMITED**

Elders Finance Group is committed to the future growth of its Capital Markets and Trading Division. To ensure this growth the Group currently seeks a number of professionals in Corporate/Dealing/Foreign Exchange. These roles involve responsibility for the continued development of a corporate customer base, building close relationships to enable the provision of value added services.

It is of prime importance that the successful candidates have an in-depth knowledge of FX, linked with experience of marketing capital markets products to corporate customers. The ability to contribute to an expanding division is essential.

Remuneration will reflect the importance of the positions. Applications to include a full C.V. should be forwarded to the Personnel Manager, UK/Europe, 73 Cornhill, London EC3V 3QZ.

A Development Role in Corporate Lending

To £23,000+benefits - Midlands

The challenge is implicit. A major UK Bank, our client is undergoing a planned programme of evolutionary change. From the introduction of exciting new products and services, to the opening of major regional facilities, the Bank has made a considerable commitment to achieving explosive growth in both the private and business sectors.

This key role offers an exceptional opportunity for a young banking professional to make a highly visible contribution to the successful development of Corporate Lending in the Midlands. As Regional Credit Manager, the successful applicant will be expected to assume total responsibility for a professional, rapidly growing credit operation.

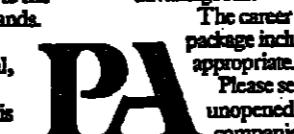
A proven record of achievement in banking is vital for this senior position and must include several years corporate

lending experience supported by a sound knowledge of all aspects of credit analysis, treasury services, lending operations, securities and legal requirements.

A thoroughly determined approach should be coupled with demonstrable inter-personal and negotiating skills of the highest order. A professional qualification in banking is essential and previous experience in a regional office control function would be advantageous.

The career prospects are outstanding and the excellent benefits package includes generous relocation assistance where appropriate.

Please send full cv which will be forwarded to our client unopened. (Address to our Security Manager if listing companies to which it should not be sent) Ref: M248/FT



6 Highfield Road, Edgbaston, Birmingham B15 3DZ.
 Tel: 021-454 5721

Bankers Trust is a highly successful international merchant bank with an excellent reputation built upon an innovative approach to finance and high calibre people. Due to business growth, they currently seek an

Accounting Operations Manager

Innovation is the key

to manage a small team of 6-8 people, and be involved in implementing and enhancing a new accounts payable system.

The successful candidate will be conversant with computer systems and have taxation experience. It is expected that you will have around 5 years or more experience, be self-motivated, diligent and have excellent management and accounting skills.

This will be a key career move for an individual aged 25-35, offering challenge and opportunity. A highly competitive salary and benefits package is offered in line with experience and qualifications.

For further information or a confidential discussion, please send your CV to Debbie Mann at Bankers Trust Company, Dashwood House, 69 Old Broad Street, London EC2P 2EE.

Bankers Trust Company
Merchant banking, worldwide.

BARCLAYS

Head of Treasury Sydney, Australia

Barclays Bank Australia Limited is seeking an accomplished professional with the technical and personal abilities to manage and develop a successful dealing operation.

The bank has been established in Australia for many years and has a substantial long-term commitment to the local market.

The successful applicant will carry overall responsibility for the bank's trading activities in foreign exchange, securities, bonds and futures. It is imperative, therefore, that candidates have considerable foreign exchange dealing experience in both the spot and forward markets, together with an in-depth knowledge

of the money markets. Proven leadership qualities must be displayed.

The bank is extremely ambitious in this field and, as such, requires a pro-active, dynamic and senior management calibre individual for this key position.

A highly attractive salary package will be negotiated and re-location costs will be paid.

Please contact Nick Waterworth on 010612-235 1488 or Nick Root on 01-831 2000. Alternatively forward a resume to Michael Page International, Level 19, 1 York Street, Sydney NSW 2000. Fax No: 010 612 251-1444 (Quote Ref: NW/810).

Michael Page International
Recruitment Consultants
London Amsterdam Brussels New York Paris Sydney
A member of Addison Consultancy Group PLC

MANAGING DIRECTOR LEASING COMPANY

London W1 £30,000 + bonus

The West-Tech Group of Companies are purchasing a small leasing company to specialise in medium ticket leases.

An ambitious, experienced and determined Managing Director is required by the group to develop this sleepy problematical lease company into a force to be reckoned with in the market place. To include specialist skills in raising wholesale funds to finance new lease business as well as sound underwriting ability with strong financial and management controls.

Accommodation available, walking distance from office.

Write in first instance, enclosing detailed cv with home and office telephone number to:

Peter Salterbury, West-Tech House, 3 Woodstock Street, London W1R 1HD.

TREASURY MANAGER

c.£60,000 + Package

Primary British Merchant Bank providing a complete range of Banking and Investment facilities worldwide needs a treasury expert to head-up their expanding team. The role will focus on the following:

- New product development and hedging techniques
- Enhancement of off balance sheet capabilities
- Leading a team of talented traders.

The ideal candidate, aged 30-35, will be technically assured and have excellent communication and innovative financial skills to tackle this challenging opportunity.

For further information please contact: Carolyn Olford.

18, Eldon Street, Moorgate, London EC2M 7LA. Tel: 01-588 4224

CAPITAL FUTURES
RECRUITMENT CONSULTANTS

FUND MANAGER -NORTH AMERICA

EDINBURGH

We are an independent investment management company with £1.5 billion under management. The addition of several new clients has produced the need for an experienced fund manager to join the North American department. The successful candidate will have a good degree and/or equivalent professional qualification and should be able to demonstrate a successful record in managing North American institutional portfolios over at least a three year period. This is a senior appointment and will command an attractive salary and benefits including a company car.

Please apply to:

A.S. Kemp
Investment Director
Dunedin Fund Managers Ltd
25 Ravelston Terrace
Edinburgh EH4 3EX



FUTURES BROKERS

G.W. Johnson, Est. 1890, is undergoing expansion and seeks proven and professional futures and options Account Executives. The Company offers first class facilities in all markets.

Interested parties should contact: Julian Rigby or Andrew Dalziel
G.W. JOHNSON & COMPANY LIMITED
Rectory House 7a Lawrence Pountney Hill London EC2R 0DA
01-283 9060

DIRECTOR OF ASIAN OPERATIONS For UK multi-national company based in London, to represent South East Asian markets; identifying potential purchasers and arranging for delivery of products; negotiation and completion of contracts; importation, delivery, after sales service and general management of operations. Dependents in potential purchasing nations essential. Fluency in Mandarin Chinese, English and Japanese essential. Good salary and company benefits. Apply to: Mr. R. Johnson, Standard Mktg. Val. Ltd., 100 London Road, London NW2 6HN, Kent ME2 2AY. Tel: 0814 758222.

Jonathan Wren
Stockbroking Division

INSTITUTIONAL EQUITY SALES

A major European bank seeks to recruit an institutional sales person with a minimum of five years' experience, an excellent understanding and appreciation of the UK market and the ability to sell investment ideas and research products effectively to leading UK institutions.

FRENCH EQUITY MARKET MAKER

A leading European investment house, committed to expanding its already substantial global equity market making capability, requires an experienced market maker in French equities. The successful candidate will have substantial knowledge of the French market and be keen to develop within a demanding, professional environment.

EUROPEAN RESEARCH ANALYST

In order to sustain its already substantial expansion and success, a research-based stockbroker requires a European equity analyst with specialist sectoral skills in either the French or German markets.

The above appointments all offer excellent financial remuneration, long term security and corporate commitment.

Forward a detailed cv or call Ann Winder on 01-623 1266.

LONDON HONG KONG SINGAPORE SYDNEY

Jonathan Wren

Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP.

Telephone: 01-623 1266. Fax: 01-626 5258.

CHIEF DEALER

To do much more than deal

West End base

The particular demands and challenges of foreign exchange trading within a non-banking environment combine to present a stimulating and absorbing role. Recent organisational changes in the trading area of this substantial and internationally renowned Financial Services group have emphasised the need for a further strengthening of the Forex team. We are therefore looking for a Chief Dealer with the talent to combine hands-on trading with the management ability to develop a small team which is responsible for the profitability of the area. Ideal candidates, probably in their thirties, will currently be dealing within the Treasury function of a major multinational or in a prestigious banking environment. Proven spot and forward dealing ability is taken as read, together with cross currency experience and at least a knowledge of the new money market instruments. What is essential is the diplomacy, tact and willingness to motivate the existing team with a view to achieving significant growth over the next two or three years. Responsibility for the day to day running of the operation will be total and the salary package will reflect this in full. Please send full career details and salary history, quoting reference 0648P to Malcolm Lawson or alternatively telephone 01-439 4581 during the working day or 0444-73216 in the evening.

Samuel & Pearce Recruitment Ltd.

Executive Search, Selection & Recruitment Advertising

Academy House, 26-28 Sackville Street, London W1X 2QL. 01-439 4581.

APPOINTMENTS ADVERTISING

For further information
call 01-248 8000

Tessa Taylor
ext 3351
Deirdre Venables
ext 4177
Paul Maraviglia
ext 4676
Elizabeth Rowan
ext 3456
Patrick Williams
ext 3694

CONSULTING ACTUARY

English FIA, returning from US after 12 years, seeks 2 years' experience with compensation and pension consulting in UK multinationals. Very experience of US employee benefits.

Reply Box A835, Financial Times,
10 Cannon Street, London EC4N 4BP

SENIOR DEALER £235,000

A foreign exchange oriented senior dealer with the potential to become Chief Dealer is sought by a small but expanding European bank.

OPERATIONS MANAGER TO £25,000

Senior position in European bank for Manager with Foreign Exchange, Documentary Credits, Banking Services and computer operations experience.

ASSISTANT MANAGER PRIVATE BANKING

£20,000 + Car.

Leading International bank seek a young (c30) banker with experience in investment products and financial planning full service to private customers. Extensive overseas travel.

MARKETING OFFICER £20,000 + Car.

European bank with an expanding UK corporate portfolio seeks experienced marketer (30-35) to join busy team.

FINANCIAL ACCOUNTANT CIMA

Qualified ACA (25-35) with Big 8 experience and banking background is sought by new Scandinavian bank to oversee and develop the accounting function.

MANAGER - CREDIT £235,000

Experience of analysis, evaluation

of corporate, bank and country

risk, control of liabilities and

overseeing loans administration

section is required by this busy

Scandinavian bank.

Director Consultancy Services

Greater London

c £40,000 + car + share options

Successful software house seeks general manager for new division which will encompass existing training and launch new services in courses, enterprise scheme projects, specialist recruitment and production consultancy. Existing group products are well-known and there is a substantial user base.

Applicants aged 33-45, will be graduates with experience in consultancy and industry, including manufacturing systems and evidence of managing and growing a business or profit centre, plus the personal qualities appropriate to a PLC board appointment.

For a full job description, please write to John Courtney at John Courtney & Partners Ltd, 104 Marylebone Lane, London W1M 5FU, demonstrating your relevance clearly and quoting ref: 7206

JC&P Management
Selection and
Search
London, Milton Keynes, UK

MEDIA RELATIONS MANAGER

Bank of Scotland is looking for an experienced Media Relations Manager to join its Public Affairs Department in Edinburgh.

This Senior post offers a challenging and varied opportunity for an individual with a proven track record in this field. The remit will include media liaison in relation to the Bank's financial services, organisation of press events and preparation of material for use by the media. In addition, the person appointed will have the chance to work on the Bank's varied sponsorship programme.

Applicants must have an extensive knowledge of the press and broadcast media, first class writing skills and a creative mind. Experience of the banking and financial world will be an advantage.

An attractive salary commensurate with experience will be offered, together with excellent fringe benefits, including a non-contributory Pension Scheme and preferential mortgage facility.

Candidates are invited to submit their application, accompanied by a detailed Curriculum Vitae, which should include the terms of their current remuneration package to:

C.J. McLean, Esq., Manager, Bank of Scotland, Staff Department, PO Box 133, 62 George Street, Edinburgh EH2 2RA

BANK OF SCOTLAND
A FRIEND FOR LIFE

A challenging opportunity offering scope for early progression

SENIOR EXECUTIVE Loan Portfolio Management

c.£27-30,000 + performance bonus + car

Our client, a prominent international merchant bank, seeks a senior executive to be responsible for a section of the bank's loan portfolio.

We invite applications from candidates aged 27-35 who will have a background in both credit analysis and experience in loan management, probably as a junior loans officer. Initial responsibility will be managing part of the current portfolio ensuring the profitable deployment of the bank's assets.

It is envisaged that the successful incumbent will have early opportunity to progress into a key marketing role. The bank offers a highly versatile environment receptive to change and scope to inject individual style. An excellent salary to the level indicated above will be offered according to experience, together with a full range of banking benefits including, a bonus, company car and mortgage subsidy.

For further information please telephone Leslie Squires on 01-666 1766 or send your C.V. to him at Anderson Squires Ltd., 127 Cheapside, London, EC2V 6DU.

Financial Recruitment Specialists

Anderson, Squires

A-Day

With only a few weeks to go before implementation of the Financial Services Act, now is the time to ensure your compliance department is fully staffed. Michael Page City has been assisting financial institutions achieve this goal for the last eighteen months. Paul Wilson and Penny Bramah, our specialist consultants in the field of compliance, would be delighted to advise clients on their current or future staff requirements. Additionally, they would be pleased to discuss career prospects with individuals, especially ACAs, lawyers or practitioners who are considering a career move in this area.

Please write to Paul Wilson or Penny Bramah at Michael Page City, 39-41 Parker Street, London WC2B 5LH or telephone them on 01-404 5751. Confidentiality is of course assured.

Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney
A member of Addison Consultancy Group PLC

CAPITAL MARKETS

Our client is expanding its capital markets operations and is looking for people with the following experience:

Chief Trader - Multi Products - A highly numerate individual with a minimum of 5 years' trading experience in varied fields.

Option Trader - Trading currency and interest rate options.

Swaps Trader - Develop and trade medium term Swaps book in major currencies.

Money Market Trader - Develop and enhance the short term interest rate arbitrage book with experience in CD's and Euronotes.

For all these positions, highly numerate people with a minimum of 3 years' trading experience in these fields is essential.

Marketing Officers - 5 years' experience of marketing with an in depth knowledge of capital market instruments.

Product Development Head - An innovative person with 5 years' experience of design/documentation/support of capital market instruments.

Documentation Manager - Someone with an in depth knowledge of documentation and able to take responsibility for this field.

Competitive market salaries are offered for all these positions. Interested applicants should contact Andy Pye or Tom Kerrigan on 01-388 4303, or write to Tom Kerrigan, 20th Floor, 20 Wormwood Street, Bishopsgate, London EC2M 1RQ.

PRODUCTS ACCOUNTANT **TO £40,000**
A fully qualified ACA/ACCA with experience from an International Product Management team is sought to join our Special Products Division. Responsible for a range of Accountants the functions of this area are many and varied and include the review of new product proposals, overhead budgeting etc.

MARKETING MANAGER **TO £45,000**
Expanding International Bank which already has considerable presence in Europe are in the process of establishing a marketing department. They require a person with extensive experience to establish with a UK based, creative, entrepreneurial style and the ability to develop new relationships.

JUNIOR MARKETING OFFICER **TO £25,000**
An opening exists within an International bank with significant presence in the UK market for a junior marketing officer. You background will include related credit management, training and funds for experience and you will be expected to liaise with the support of a marketing officer. A good knowledge of marketing techniques and excellent communication skills are essential.

SENIOR CREDIT ANALYST **TO £20,000**
Several years' experience of either UK or International corporate analysis gained from an International Bank is required by experience and growing team. This position would lead to either a Credit or Marketing career. Essential requirements include a degree, commitment and a high level of self motivation.

JOSLIN ROWE

Bell Court House, 11 Bloomsbury St, London EC1. Tel: 01-638 3200

For a fast-moving career, move quickly
£35K package + car + benefits

LLOYD'S
LLOYD'S OF LONDON

SWAPS

First class opportunities for first class brains

This highly regarded European Triple A rated Bank has recently established a Swaps trading operation to add to its already impressive array of successful and profitable products. Expansion is planned to begin immediately and additional experienced Swaps specialists are required to reinforce the current team at varying levels of seniority. It goes without saying that ideal candidates will have outstanding academic credentials; a first class Degree in a numerate subject is probably the minimum qualification. Just as important, however, are the key personal qualities of creativity, drive and enthusiasm. Computer systems experience is essential, but in a developing business the ability to market is equally important. There is likely to be little room for boffins in an environment which focuses so intently on getting the deals done. Please send full career details and salary history, quoting reference 0628F to Malcolm Lawson or alternatively telephone 01-439 4581 during the working day or 0444-73216 in the evening.

Samuel & Pearce Recruitment Ltd.

Executive Search, Selection & Recruitment Advertising
Academy House, 26-28 Sackville Street, London WIX 2QJ. 01-439 4581.

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and

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£47 s.c.c.

Premium Positions

£57 s.c.c.

Gilt Fund Manager

Major UK Merchant Bank

Our client, a highly prestigious UK Merchant Bank, seeks to appoint an experienced Gilt Fund Manager. Working within their well-established Fixed Income department, the successful candidate will be responsible for funds of £500 million.

Applicants will be educated to degree level, and should have a minimum of 3 years' experience of managing Gilt Portfolios.

This is an outstanding opportunity to join one of the leading Asset Management organisations in the City. Rewards will not disappoint, a competitive basic salary, bonus and full banking benefits are offered, together with a highly professional environment.

Contact Charles Ritchie or Nick Root on 01-404 5751 (evenings 01-673 6727) or write, enclosing a full c.v. to Michael Page City, 39-41 Parker Street, London WC2B 5LH.

SP

Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney
A member of Addison Consultancy Group PLC

WHAT HAPPENED TO YOUR COMPANY AFTER BLACK MONDAY?

Fund Manager

Competitive salary + choice of car + bonus

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TECHNOLOGY

The good, the bad and the ugly of Australian science

Chris Sherwell in Sydney explains how the country's premier research organisation is undergoing an unprecedented upheaval

SOMETHING unusual is going on at CSIRO, Australia's premier scientific research organisation. In the country's newspapers it is gaining ugly headlines like "Directors dumped" and "250 axed". In advertising pages of glossy magazines it is billing itself as "CSIRO...scientists working for a better Australia".

For an organisation known for its quiet achievement of scientific excellence, such loud publicity is unprecedented. But CSIRO (the Commonwealth Scientific and Industrial Research Organisation), which spends one-sixth of Australia's estimated A\$2.5bn annual research outlay, is going through an unprecedented upheaval.

The appointment of Neville Wran as chairman of CSIRO's board, late in 1986, stands as the most palpable symbol of this change. Wran trained as a lawyer, but was and is best known as a politician. He became the powerful Labor party premier of New South Wales for ten years until 1986, showing the way for Labor's remarkable resurgence this year.

Before this time, CSIRO was basically run by a full-time executive of scientists responsible both for policy and administration. Now there is a board of reputable part-timers from diverse backgrounds — it includes a banker, a businessman, a trade unionist, a farmer and an economist as well as a biologist and a chemist.

The key figure, however, is CSIRO's chief executive, Keith Boardman. A biochemist, he was chairman and chief executive of CSIRO before the changes separated the two positions in December 1986.

In the lengthy and complex chain of responsibility, which now extends from the Minister of Industry, Technology and Commerce at the top, through the Minister for Science and the CSIRO board, Boardman is the main link with the organisation's scientific institutes and divisions.

These too, have been reorganised under the CSIRO restructuring. Where previously there were 41 divisions grouped into five institutes, now there are 32 grouped into six institutes.

The "Directors dumped" headline sprang from the new appointments made under changes which saw three of the five institute heads ousted.

According to Wran, the scientists now running the six institutes have been chosen for their management as well as their scientific skills. Although they report to Boardman, they can participate in board meetings when matters relevant to them are being discussed.

The new board, likewise, brings management style and skills to CSIRO as a whole, says Wran. Previous boards were talented, he grants, but they never "managed" CSIRO.

"They lived in a world where funding was a bottomless pit," he says. "We're bringing a sense of responsibility to the matters of revenue and expenditure."

The most painful consequences are being felt at CSIRO's rather splendid, modern head office in Canberra. It is here that the other headlines are being generated; a slashing of staff levels by 40 per cent has created anger among those affected.

Significantly, however, no scientists are involved because none of CSIRO's 100 odd laboratories and field stations is attached to head office. The organisation will however remain large — it has some 7,000 staff, of whom about 2,500 are scientists and engineers.

Indeed, the last thing the reorganisation is intended to do is undermine the importance of the scientists or their research. "Their brains are our only resource," says Wran.

Many believe the shift has become essential — that CSIRO had become an organisation of scientists for scientists, under too little pressure to produce. Boardman will not concede that CSIRO had lost its way, but he admits that "the balance might have gone the wrong way."

Certainly times had changed. When the organisation began its life 65 years ago as the Council for Scientific and Industrial Research, it worked for most of the period until 1950 in an environment of national crisis.

Within this, research spending by Australian industry has long been abysmally low. For one

industry, it established a formidable record.

Most Australians are familiar with the story of how in the 1930s CSIRO scientists identified a cobalt deficiency to solve the riddle of a wasting disease which affected sheep and cattle.

After the war, too, it was CSIRO scientists who beat the pernicious threat of rabbit infestation by introducing myxomatosis. CSIRO innovations also helped the wool industry survive the onslaught from synthetic fibres.

But as the organisation's historian, Professor Boris Schatz, has said, in the post-war period the feeling was that all you had to do was pour the money into science and the wealth would flow from the other end."

For the scientists this period brought a welcome escape from the national crisis syndrome and allowed CSIRO to concentrate on scientific principles. But over the years it appears to have entailed a shift away from national needs.

Now, with Australia suffering serious balance of payments and foreign debt problems, there is an over-riding need to encourage the processing of its traditional primary exports and to diversify its export base through moves into specific manufacturing sectors — in particular into high-technology areas where it can claim an advantage.

CSIRO's role is crucial in this. "We must add value to our rural and mineral products," says Boardman. "There is tremendous scope to enhance processing. Look at wool — most of it goes out in 'greasy' (raw) form. Growers are not interested in scouring. Our leather industry is in disgrace. Grazeurs get no additional reward for a good hide."

In manufacturing industry proper, Australia's chronically weak research effort must also be strengthened. In 1985-86, total research and development spending in the country was only 1.15 per cent of gross domestic product — beneath the level of 20 years earlier and sharply below the 2.8 per cent levels of other Western nations like Sweden, Japan and the US.

Within this, research spending by Australian industry has long been abysmally low. For one

thing, foreign companies which dominated the sector did their research at home. For another, the protection afforded by tariffs and quotas was hardly an incentive.

This is changing, very slowly, as the Labor government under Prime Minister Bob Hawke promotes its policy of economic restructuring. Research spending by industry has begun to pick up, thanks to helpful 15 per cent tax concessions offered by the Government for companies conducting their own research and development (R&D).

The idea now is that CSIRO and industry should co-operate and align their research effort. CSIRO says it wants to retain its current levels of funding from the Government and to build further support on top of this by undertaking collaborative research with industry.

So ambitions has it become, it has set itself a target of securing enough additional funds from outside to cover 30 per cent of its total revenues within three to four years. Quite why it has chosen these particular figures is unclear, and there is some question as to whether targets will be achieved.

"Any increase in R&D for high-tech industries should not be taken from traditional activities," Boardman stresses. "That means increasing overall R&D spending. Which means the pri-

vate sector must do more."

Recent examples of successful industrial co-operation include the development of the Stromectol process, now used by the mineral giant Minaril, steel research with another minerals group CRA, work with ICI to manufacture a new ceramic from zirconia, called partially-stabilised zirconia, and the development of low-toxicity pesticides with Du Pont.

CSIRO has also worked with the Reserve Bank to create a plastic banknote which carries an anti-counterfeiting device.

Wran responds warmly to the notion that the new board's job is to keep CSIRO's feet on the ground. "It gives the organisation a focus, related to national needs.

CSIRO seemed to have gone through its halcyon days, and to have become a bit stodgy. It had lost some of its public profile."

Hence the glossy magazine advertisements showing CSIRO's recent achievements. Hence also the organisation's colourful and informative annual report, a striking contrast to previous years.

"It's a deliberate attempt to lift the organisation's profile with the public," says Wran. "CSIRO is being asked to play a role in the restructuring of the economy. We want the public to appreciate the contribution CSIRO makes to the economy and to their lives."

This, together with the board's new lobbying power, should ensure CSIRO's future funding.

At one division, the number of continuing projects is already said to have been cut from around 100 to 15. Wran acknowledges that some good projects may have been axed in the process. But he says the time has been passed when projects could be left uncompleted indefinitely.

Boardman is just as graphic. "There's got to be a balanced effort," he says. "We want to stay at the forefront of science. But we must have products rolling off the end of the line."

Bureaucratically speaking, however, the organisation appears more rather than less complicated than before, which is unfortunate.

Both Boardman and Wran nevertheless remain adamant that worthwhile research activities and standards of excellence should not suffer by these expensive changes. After all, CSIRO's reputation at home and abroad stands or falls on this.

Wran, whose charm and charisma has won over many at CSIRO who were initially sceptical about his appointment, says the board will not be "picking winners."

He says the scientists will argue for the funds they want, and they will decide how they should be spent. The difference now is that they will have to give greater attention to priorities. In short, it is the scientists who will be trying to pick winners.

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ARTS

Television/Christopher Dunkley

Selling off franchises will lower the tone

The Government's scheme to auction off franchises to the highest bidders, as revealed to a startled world by my colleague Raymond Snoddy on the front page of the FT last week, will no doubt please the Treasury. Certain free-market ideologues will also approve, presumably. But is there anybody - even the members of the Cabinet Committee chaired by Mrs Thatcher which, it seems, is responsible for the decision - who believes for one moment that if the idea were put into practice the result would be better programmes?

Conspiracy theorists will see this as the latest in a long chain of events: the ousting of Alasdair Milne from the BBC, the attack on television trade unions, the 'packing' of the BBC board of governors, the Government's simple, at BBC news and current affairs output, and the floating of the ITV companies on the stock market.

All this they will see as being designed to produce a radical change in British television, with public service obligations removed from the commercial side to allow for the maximisation of profits, and the BBC reduced to a public service rump, trotting out forelock-tugging news and current affairs programmes, to fill in the gaps where the commercial broadcasters cannot turn a penny.

Television began in Britain in 1936 and first reached a significant audience in the early fifties: it is a very young mass medium of which we have comparatively little experience. With the benefit of historical perspective our great grandchildren will probably conclude that the organisation and control of television in Britain during its first half century was anomalous because of the scarcity of the wavelengths needed for terrestrial broadcasting.

They may conclude that the peculiar British 'duopoly' which developed as a result of that scarcity, with the BBC having exclusive use of the licence fee and ITV having exclusive use of advertising income, proved remarkably advantageous in programme terms. The BBC with an assured income could use internal cross-subsidy to produce a broad range of programmes from *Septie and Son* to *The Reith Lectures* with the popularity of the former guaranteeing the survival of the latter.

Contrary to the black propa-

New Images of Sound/Almeida Theatre

Paul Driver

The theme of "Text and Music" is a currently prevalent one: last week at the Royal Musical Association the Norwegian composer Arne Nordheim gave a lecture (whose insightfulness was in direct proportion to its casualness) on that subject as reflected in his own compositions; there is a forthcoming issue of the *Contemporary Music Review* devoted to the theme; and Richard Bernas' ensemble Music Projects/London is in the middle of a series of concerts ("New Images of Sound '88") at the Almeida Theatre each exploring the relationship under a different rubric.

Modern music features in all three programme, but the texts of the works range widely over time. The earlier concert brought together words from the Romantic period and the so-called New Romanticism in music. The concert on March 14 will be a survey of settings of Joyce and Beckett. In between the Romantic and the Modern came the texts of Antiquity on Monday night: Bernas informed the audience that the Elliott Carter work being given - *Syrinx*, whose classical Greek

texts (sung by a bass) are counterpointed with a John Ashbery poem (sung by a soprano) - gave him the idea for the whole series.

A parallel confrontation of ancient and modern took place in a short but admirably concentrated unfamiliar piece by Pascal Dusapin: *L'homme au liens*, in which two sopranos (Jane Manning and Susan Biszt) strenuously projected fragments from Lucretius, while three violinists seemingly in and out of phase with each other added a sort of latter-day commentary, the combined effect being of expressive treble delirium.

The pointless began with a rather pointless kind of delirium - the purely babbohism consequence of muttering into a mouthpieceless bass clarinet (Roger Heaton) while also trying to play it, as required by Vinko Globokar's *voix instrumentalis*. Jane Manning, however, beautifully restored eloquence, civility and absolute precision in her renderings of Dallapiccola's *Cinque frammenti di Soffio* (I've never heard them quite so pungently fresh) and *Due liriche di An-*

Pauline at the Albert Hall

The Royal Albert Hall is to hold a special exhibition of the Royal photographs of Norman Parkinson to mark his 75th birthday. Running from March 20 to October 2, it will be part of the guided tour of the Hall, which was introduced in 1986.

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say. All good. 676 5500.

South Wales (Wynnstay's). Transfer from Royal Court of Gervi Chelmsford's slick City comedy for champagne-swilling yuppie: how the Big Bang led to class tumult and bank robbery. *South Wales* (012 444 4444). Exchange. Hot and vivid, but never cast less good. 676 5500.

A Small Family Business (Olivier). British music hall/Ayckbourn play about Britain on the fridays in the times, selling out to foreigners and keeping it simultaneously in the family. A comedy thriller on the large scale. 676 5500.

NEW YORK

Fences (46th Street). August Wilson hit a home-run, this year's Pulitzer Prize, with James Earl Jones taking the powerful lead role of an old

baseball player raising a family in an industrial city in the 1950s, trying to improve their lot through his own fellings. 221 1211.

Cats (Winter Garden). Still a sellout.

Trevor Nunn's production of T.S. Eliot's children's poetry set to intricate music by Andrew Lloyd Webber.

Me and My Girl (Marlboro). Even if the plot turns on the unlikely number of pegatable songs and dated diction, it is not without its moments of charm and choreographically felice, but classic only in the sense of a rather staid and overworn idea of theatricality. 676 5500.

Mad Street (Metropoli). An immediate celebration of the heyday of Broadway in the 1930s, incorporates music from the original film, *She Stoops to the Truth*, with the appropriate broadway language and a large chorus line. 677 2200.

A Chorus Line (Shubert). The longest-running musical ever in America has not only supported Joseph Papp's Public Theater for eight years but also updated the musical's old backstage story in which the actors are more as actors rather than emotions. 676 5500.

Phantom of the Opera. The Majestic Theatre, staffed with the Maria Björnson gilded sets, rocks with Andrew Lloyd Webber's haunting melodies. This mega-transfer from London, but so hard are tickets to come by that travel companies are arranging packages to London with promises of tickets to see the show there. 220 6200.

Les Misérables (Broadway). Led by Cohn Wilkinson repeating his West End role as Jean Valjean, the magnificent spectacle of Victor Hugo's majestic sweep of history and pathos brings to Broadway lessons in pageantry and drama, if not strict adherence to its original source. 676 5500.

Starlight Express (Gershwin). Those who saw the original at the Victoria in London will barely recognise its American incarnation: the skaters do not have to go round the whole

theatre but do get good exercise in the spruced-up stage with new hardware, a new strategy to distract from the hashness of pop music and trumped-up silly plot.

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Storybook of Dawn (Parco Space 3). This all-male production of the 1950s, set to the spruced-up stage with new hardware, a new strategy to distract from the hashness of pop music and trumped-up silly plot.

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Crackdown on cartels

THE THATCHER Government's green paper on restrictive practices, published yesterday, deserves a warm welcome. The plan simply to prohibit agreements with anti-competitive effects will bring UK legislation into line with that of both the US and the European Community. It will ensure that companies are unable to avoid prosecution merely by the skilful drafting of agreements and it should facilitate private actions for damages. The proposed strengthening of the Office of Fair Trading's investigation and enforcement powers also marks an important step towards a more effective competition policy.

Lord Young, Trade and Industry Secretary, was right to reject an alternative policy, which would have been to ban only those agreements found to be "against the public interest." The green paper points out that a public interest test would require the competition authorities to take account of a range of extra-neous factors. Such a "balancing act," it thinks, is unnecessary because "it is the promotion of competition which is at the root of the Government's economic philosophy". The clarity of the DTI's reasoning on restrictive practices only makes its determination to retain a public interest test in merger policy that much more difficult to comprehend. Why not take the view that the job of competition policy is to promote competition, full stop?

Letter of the law

The decision to prohibit anti-competitive agreements should greatly simplify existing legislation. It will, however, be necessary to maintain a bureaucratic register of restrictive agreements. The excessive legislation of the present code should be reduced and the competition authorities start to focus on the economic effects of agreements rather than on their specific legal form. These changes make good sense, but their radicalism should not be underestimated. British businessmen are used to taking legal advice to ensure that they stick to the letter of the law and then doing more or less what they please. In future they will have to adhere to the spirit of the law or else face quite severe penalties. Lord Young is suggesting that the OFT — or a successor body — should routinely be able to impose fines of up to 10 per

General Noriega boxed in

GENERAL Manuel Antonio Noriega, Panama's military strongman, has consistently outsmarted his opponents and for almost a year has successfully fended off a host of US-backed moves to oust him. However, his days are now numbered. The only imponderable is whether the General, boxed in on all sides, will go down fighting or will manage to negotiate his exit without a bloody showdown.

His apparent permanence in power — he has just installed the third figurehead President since 1984 — has become profoundly damaging to his country and an embarrassment to most of Latin America. His militarily-controlled Government, operating through a system of rewards and threats, cannot truthfully be labelled a dictatorship. Yet his regime is besmirched by corruption and involvement in the drug trade.

These ethical considerations were long ignored by the Reagan Administration, which rewarded Gen Noriega and the Defence Forces as the most effective guarantee of the very considerable US interests in Panama. Two years ago Washington began to shift its attitude towards Panama, recognising that the persistence of the military's stranglehold on power risked destabilising the country and complicating the delicate period leading up to the hand-over of the Canal, due at the end of the century.

Useful to CIA

Once the Reagan Administration decided Gen Noriega was no longer their man — and he had been extremely useful, especially to the CIA — his legitimacy within Panama waned. He can still claim the backing of the Defence Forces, the only ones with guns in Panama apart from the US troops based there. But in the past few days his position has become untenable. The banks have been closed since last Friday because of a run on deposits and as a result of court orders in the US blocking the transfer of funds.

The US courts seem more than willing to accept on an interim basis that Mr Eric Arturo Delvalle is still President, even though he was ousted two weeks

ago by Gen Noriega and a new President installed on the same legal basis as his predecessor, himself appointed by the General. This means that all funds due to the Government of Panama from abroad are liable to be denied Noriega's representatives in favour of Mr Delvalle.

National flavour

Lack of money in Panama's dollar-based economy is rapidly bringing all economic activity to a halt. At the same time the much-needed protest, the Civic Crusade, directed against Gen Noriega and the influence of the military, has finally acquired some political muscle after nine months of ineffectual opposition.

A broad-based coalition was formed this week, bringing together all the main opposition figures, many of whom had previously kept their distance from the Civic Crusade. The great weakness of the crusade is that it is not stopping the brokerages; however, so it might be worth looking at a few possible outcomes as well as the non-starters.

Early favourite is Graham Ross Russell, wearing the colours of Laurence Prust. As one of the two sitting Deputy chairmen of the exchange he seems to be in the right place at the right time and if the conditions are good he could go all the way.

Conditions at present seem favourable because a solid candidate is desired to guide the exchange through the changes wrought by the Financial Services Act.

Andrew Hugh Smith of Capel Cure Myers is strong second-favourite in his powerful role as chairman of the property and finance committee and he may well prove the better finisher.

Those seeking longer odds could note that there is no *de facto* assumption that the deputy should succeed the chairman. He is elected for two years, serves his time and then makes way for someone else, and there are plenty of ex-deputies in the field. Peter Wills of Sheppard Money-brokers and Patrick Mitford-Slade of Cazenove immediately come to mind.

The fact that the council elections themselves are not until later in the year means there are still names to go into the pot and, intriguingly, there may be room for a few rumours from overseas to challenge the British studies. Stanislaw Yassukovich of Merrill Lynch, the other deputy chairman, could well have been a strong contender had he not become chairman of the Securities Association and, who knows, he could still switch races.

The idea that a foreigner is best done "without expectation

MR BURTON MANNING, the new chairman of J. Walter Thompson, was recently visited by an old client in his modest sixth-floor office on Lexington Avenue, New York. Mr Manning explained that he had rented out the old chairman's suite, a vast box three floors below nicknamed the Glass Palace, to drum up some revenue at the advertising agency. No disrespect was intended, he added.

"I'm gratified," said the client. "Finally, you are running yourselves like a proper business."

This should be music to the ears of Mr Martin Sorrell, the English accountant who bought the brilliant but profitless US agency along with a clutch of corporate service businesses for \$560m (£311m) last June, making his hitherto small company, WPP, the fourth largest advertising agency in the world.

It should be just as welcome to the City's financial institutions, which last year took up a £213m issue of shares to finance the bid for JWT, one of the top five US agencies. Since WPP brought relatively few assets or clients to the merger, the City has been gambling wholly on his ability to make a "proper business" of the advertising agency and its sister operations, the Hill & Knowlton public relations company, an up-market Manhattan advertising company called Lord, Geller, Federico, Einstein and the MRB market research organisation.

It is a tall order, even for a man who impressed both London and New York as finance director of the Saatchi organisation in the early 1980s. Saatchi & Saatchi itself has not found it easy absorbing Ted Bates, the third ranking US agency it acquired in 1986 to make Saatchi the world's biggest advertising group. As Mr Sorrell says disarmingly: "It is not a question of financial control. I can't, nobody can, control a multinational company."

After eight hair-raising months, during which big clients and key employees quit the business in disgust, the stock market crashed and the City saw its investment more than halved in value, there are signs that Mr Sorrell's undemonstrative financial management is beginning to work.

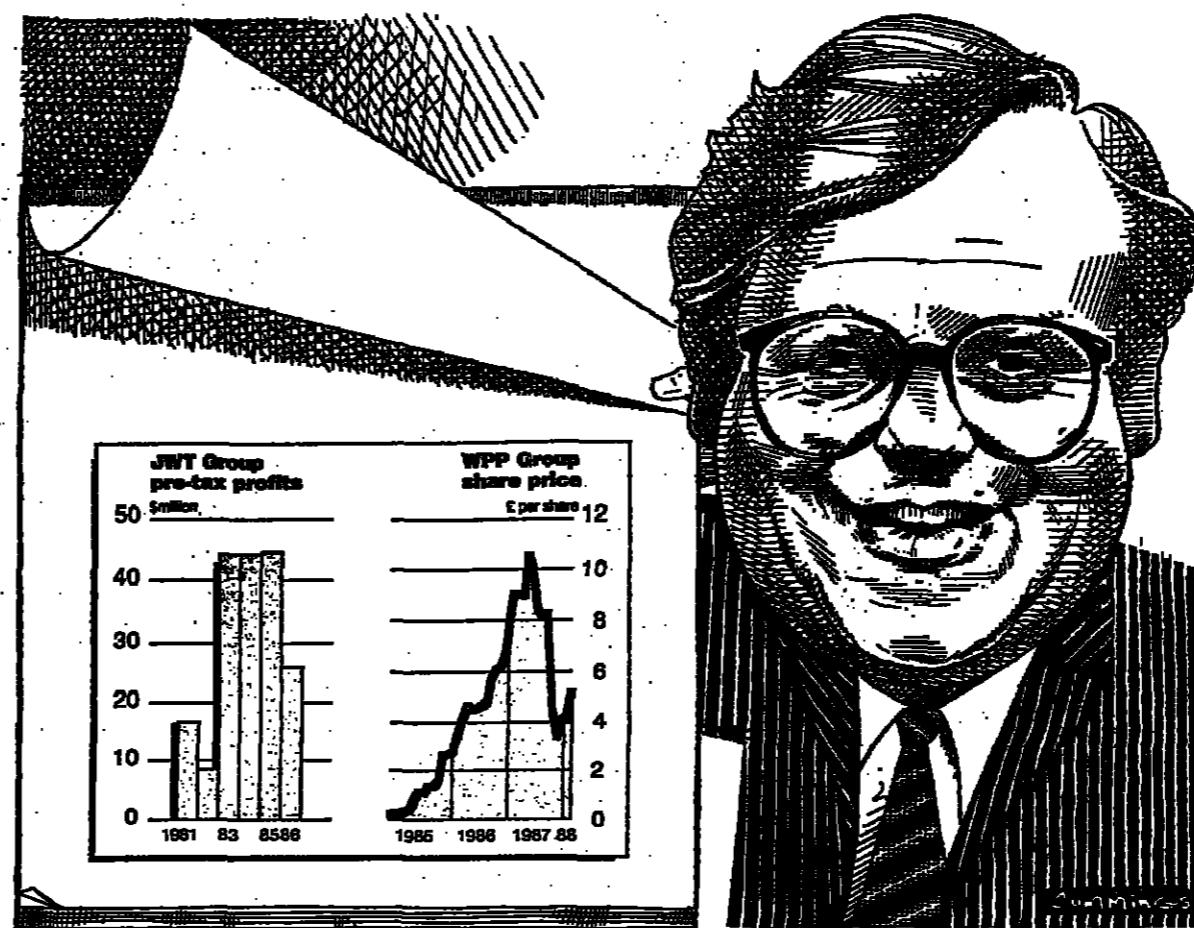
Last week WPP reported profits for last year which were at least 25% more (at £14.1m) than anybody in the City or on Wall Street expected. Though the advertising agency lost \$20m in net billings when the likes of Burger King, Goodyear, Sears Roebuck and PepsiCo withdrew accounts, fees and commissions or revenues at the JWT companies were 8.5 per cent ahead at \$700m. "Things have bottomed out and are starting to rebuild," says Ms Emma Hill, an analyst at Wertheim Schroder, who is one of Mr Sorrell's leading admirers on Wall Street. WPP stock has recovered from its low point last year.

But on Madison Avenue, which admires advertisements more than profits, there is still interest. Even though it is a good word for Mr Sorrell's taste, it is not the kind of competition law that the advertising agency's management changes its attitude on "exemptions" to restrictive practices legislation. The old laws have been ineffectual, partly because of the concessions granted to many sectors. An annex to the green paper lists 43 separate exemptions, ranging from agreements concerning the marketing of eggs to long-established restrictive practices within the professions. It is essential that competition laws are applied uniformly across the economy, indeed, their strict application within service sectors, including the professions, is especially important because they are subject to much less international competition than manufacturing industry.

The modernisation of restrictive practices legislation proposed by Lord Young should improve the efficiency of the economy in the long run. The main cause for regret is that different parts of competition policy have been analysed in isolation. The Government has not, for example, reviewed anti-competitive practices by individual companies, as opposed to calling for agreements between several. It appears to have applied different principles in its review of merger policy. It has not discussed at all the relationship between competition policy and industrial policy, under which heading the Government sometimes actively encourages industrial collaboration. The piecemeal reviews have been useful but they have not been an adequate substitute for a wide-ranging analysis of all aspects of anti-trust policy.

These changes make good sense, but their radicalism should not be underestimated. British businessmen are used to taking legal advice to ensure that they stick to the letter of the law and then doing more or less what they please. In future they will have to adhere to the spirit of the law or else face quite severe penalties. Lord Young is suggesting that the OFT — or a successor body — should routinely be able to impose fines of up to 10 per

James Buchan and Nikki Tait assess WPP's efforts to revitalise the US advertising group, J. Walter Thompson



Martin Sorrell: rebuilding JWT but "the professional side is very much the preserve of the people running it."

Moving out of the glass palace

At JWT, billings were often long overdue, staffing was excessive, finance directors came and went and the agency was beset by scandal. Mr Manning, a self-styled "creative man" who ran the US agency for a period in the early 1980s, is credited with improving profits as well as restoring JWT's reputation for good advertisements. But in 1986 he left, after failing in the management succession. Profit margins fell again, to 4 per cent or under half the industry average. JWT was the financial rock of the industry, he says.

At Hill & Knowlton things were little better. The company, which had functioned relatively well as a tight-knit partnership in a fast-growing market, began to run into tough competition from new entrants just as it became the sole unit of the JWT group in 1986. "I suppose a lot of sloppy practices came over the fence," says one former executive. "There was anarchy, rivalry, little discipline all over the place."

In 1986, the company lost \$4m on revenues of \$104m, thanks to poor management, big US acquisitions and unpredictable empire-building in Europe. The company had 50 offices scattered in 16 countries. "We had six different systems for transferring business round the world," says Mr Robert Dillenschneider, who took over at the helm in early 1986. "The plumbing of the business was all wrong."

Even at Lord Geller, a firm with a

high creative reputation, things were far from perfect. The company derives a large part of its \$53m in billings and a larger percentage of its profits from its advertising for IBM's personal computer, but IBM has been losing whole tracts of this market to imitations and imports. Though the account is not thought to be seriously at risk, "everybody's really nervous," says an account executive. Without IBM, this agency

chief executives. Mr Sorrell says that unlike the old JWT group, which kept making and revising five-year plans, the targets are for only two years ahead.

At the advertising agency, which remains the key to WPP's success, Mr Manning says: "I told him that I was not going back to Thomson just to be the butt of jokes. I said 'I would get the profit margin up to the average of the publicly held agencies within three years'.

Despite these problems, Mr Sorrell has moved gently with the JWT company. He insists, more mildly but no less clearly, than the executives in New York, that he is not in the business of public relations or writing advertisements. "The philosophy is very much a divisional side is the preserve of the people running it."

With these targets, Mr Sorrell's first action was to bring back Mr Manning and to confirm the three other chief executives — Mr Dillenschneider, Mr Dick Lord and Mr Frank Stanton at MRB — in their jobs. What Mr Sorrell calls a "old yardstick" abolished the old JWT group structure, which merely imposed advertising磨 on the non-advertising businesses, and replaced it with direct reporting to WPP. The New York office, which often finds their first telephone call of the day is to WPP in London, was told wrong.

The next step was to agree a new set of targets with each of the four chief executives. Mr Sorrell says that unlike the old JWT group, which kept making and revising five-year plans, the targets are for only two years ahead.

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With these targets has come a regime of relative financial stringency. Capital is rationed more tightly. By investing a financial charge to each business, even if it operates out of a freehold property, WPP has forced the company to consider whether they really need space like the Glass Palace and has closed properties, such as JWT's office building in Tokyo, which can be turned into cash for debt repayment.

Mr Dillenschneider has closed a number of small offices, including Geneva, Bonn and Hamburg, which, he says, were never going to generate enough business.

The central WPP staff consists of only 22 people, divided between London

and New York, with three main tasks. The first is monitoring the operating businesses. The checks are rigorous by the free and easy standards of Madison Avenue: each profit centre reports its cash balances daily, its weekly receivables, its monthly profit statements and so on. Mr Sorrell says he sees everything.

WPP also oversees mergers and acquisitions in each business and potential cross-fertilisation between the companies. It is responsible for managing the \$260m debt it took on to buy the JWT group. Better control of working capital has cut \$60m off this total and four property disposals are lined up which should realise over \$100m after tax, including, most significantly, the Tokyo building.

The firmness of Mr Sorrell's hand on the financial tiller has been evident throughout. Within four months of completing the JWT acquisition, for example, WPP had rearranged the \$260m financing facility from Samuel Montagu and Citibank, agreed at the time of the bid, through S. G. Warburg. By securing part of the new loans against the Tokyo freehold and negotiating lower rates, WPP pruned \$3m off its annual borrowing costs.

By the standards of a leveraged takeover in the US, WPP is in a comfortable financial position. Any of the competing bids for JWT which involved just junk bonds and no shares would have forced a partial liquidation of the company, Mr Manning explains. "Martin Sorrell does not need to close offices or chop professional staff or sell off businesses," he says.

One key factor in the culture change may lie in rewards. Certainly, the emphasis is switching towards a closer link between executive compensation and financial performance. WPP's direct involvement in this process is largely at the chief executive level, where Mr Sorrell says that the performance pay in packages is now "very significant." Tight targets are favoured, but he expresses a dislike for rigid systems. "Obviously, there is a difference between someone who under-performs by 1 per cent or by 10 per cent," he says. The way in which performance-related pay is introduced within the four operating subsidiaries is up to Messrs Manning, Lord, Dillenschneider and Stanton.

Plans are also afoot for extending a WPP share option scheme to cover perhaps the top 10 per cent of the enlarged group's 10,000 employees. The matter is under discussion with the UK institutions' investment protection committees, but Mr Sorrell stresses that the successive grant of options would be closely linked to an individual's continuing performance.

Nevertheless, there are big problems ahead. The industry thinks the worst account losses are behind JWT. "Every client that was sitting on the fence about JWT's advertising found a good time to leave," says Ms Hill of Wertheim Schroder. But morale is still poor at the New York and Chicago offices, where the detections and job losses have been most severe. The loss of Ford's European business is taken as a warning to JWT that the huge US account does not belong to the Detroit office as of right.

"Ford is watching and waiting," says Mr Ostroff of Goldman Sachs.

Yet it is a measure of WPP's success that Wall Street and the City are beginning to wonder what Mr Sorrell will do once JWT and Hill & Knowlton have been knocked into financial shape in a year or two.

The New York chief executives are all ambitious. "My aim is not profitability, though Martin's may be," says Ms Manning. "Profit is an effective measure of how you are doing as a business person, but I want to restore JWT to making the most distinctive advertising in the market."

Mr Dillenschneider says: "There's a tremendous market for public relations all over the world and it will go to the people who can offer it on a global scale." And Mr Sorrell himself admits: "You can only cut costs once."

Life after Goodison?

The Stock Exchange stakes looks as if it will match the American presidential race in duration. Without all the rumours, it is perhaps too early to speculate about who will succeed Sir Nicholas Goodison as chairman. That is not stopping the brokerages; however, so it might be worth looking at a few possible outcomes as well as the non-starters.

Early favourite is Graham Ross Russell, wearing the colours of Laurence Prust. As one of the two sitting Deputy chairmen of the exchange he seems to be in the right place at the right time and if the conditions are good he could go all the way.

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The idea that a foreigner is best done "without expectation

OBSERVER

Marks & Spencer



of reward", he says.

Geest's worst problem, she writes, is that he is an informer and snitches. His advice: "Hold out for a comfortable little nest away from any prison, perhaps on a military base."

Insider tips

Mervyn Boesky, the insider trader who is about to start a three-year jail sentence, has got some timely advice about life in a white-collar prison from John Ehrlichman, the White House official who served an 18-month sentence after Watergate. In a letter published in the March issue of Manhattan Inc, Ehrlichman provides tips ranging from good prison jobs (the sewage works sought after because you live on your own) to the virtues of caged status (threaten a press conference).

Legal work for other convicts is best done "without expectation

Railway lines

British Rail's Inter-City route between King's Cross and Leeds

Maggie Urry examines book selling in the UK now that price agreement is in doubt

The march of the multiples

THE DUST of ages is about to be blown off the UK book retail trade. If a value added tax is not imposed on books in the coming budget, it seems likely it will be during this Government's lifetime, thus stirring what is now a gentle breeze of change into a gale.

Book selling in Britain is still fragmented — apart from W. H. Smith, no retailer has more than 10 per cent of the book market and few have more than 5 per cent. Although multiples, such as Sherratt & Hughes (part of W. H. Smith), Dillons, Hatchards, Hammicks and Waterstone's, are expanding and acquiring shops, independent book retailers still have a majority share of the market. Elsewhere in retailing, large chains take a dominant market share.

Possibly the most important reason why the revolution in other retail sectors has largely passed books by is that books are one of the few categories where resale price maintenance is still in force. This device, whereby the manufacturer sets a price which retailers must charge, was gradually abolished in the 1960s leading, for example, to the growth of supermarket chains. Self-service grocers could cut prices and build volume. As they grew they could demand ever larger discounts from manufacturers.

In bookselling, resale price maintenance prevails in the form of the publishers' net book agreement: the book's publisher sets its selling price and the retailer is unable to offer it at a discount except in carefully defined circumstances.

In 1962 the Restrictive Practices Court examined this agreement, in existence since January 1 1960, and found that it operated in the public interest. The Publishers Association argues that it promotes "an orderly and healthy trade in which booksellers could afford to stock a wide range of titles, secure in the knowledge that they would not be undercut on the best-selling, quick-selling titles."

Now the threatened imposition of VAT — originating in the European Commission's aim of standardising VAT rates and the products which bear it throughout the EC — could trigger the end of the agreement. According to Mr John Hyatt, president of the Booksellers Association, if books attracted the 15 per cent VAT rate imposed elsewhere in the UK, it would be extremely difficult to hold the net book agreement.

He points to evidence that there is so little price elasticity in the demand for books that a 15 per cent increase in the price would mean a 15 per cent fall in the market. That in turn would force publishers to cut print runs, with the result that unit costs would go up and book prices would increase again. A 15 per cent VAT rate might result in a 22 per cent price rise, Mr Hyatt estimates.

Booksellers' profit margins would shrink and the large groups would inevitably put pressure on the publishers to allow price cutting in an attempt to regain volume. The net book agreement would be smashed.

Despite the Restrictive Practices Court ruling and the vociferous arguments of



publishers, the contention that the end of the net book agreement would be bad for book buyers is not clear cut. Without the agreement, prices for popular books would certainly be lower and book sales should increase.

Publishers themselves have chosen to demand for books by raising prices far faster than inflation during the 1970s, according to a report on the book retail trade produced last year by Arthur Young Management Consultants for the Booksellers Association. Book buying has been virtually static in a period when other consumer goods have shown strong volume growth.

The Book Marketing Council, part of the Publishers Association, estimates that book sales in the UK totalled around 450m units in 1980, less than one per cent of the population. Mr Frank Braund, chief executive of the retail division of Penton, which owns the Dillons and Athens chains of bookshops, points out "the number of books bought per capita in England is far lower than in most Western countries."

Book buyers are deterred, says Mr John Richards, retail analyst at brokers Wood Mackenzie, because "bookshops are seen as elitist and middle-class and are an alien environment."

An important argument for the agreement is that it ensures that a wide range of books are published. However, many retailers, and privately publishers too, agree that there are now far too many titles on offer. The agreement protects publishers who know that books which do not sell cannot be discounted for a year, and then only with their agreement and under the remainder system.

The Monopolies and Mergers Commission's recent report on book clubs says that 10 years ago the number of new titles published each year was around 27,000 with another 8,000 reprints or new editions. In 1982 the figures were 38,000 new titles plus 10,000 reprints, and in 1986 the total was more than 44,000 new titles and more than 13,000 reprints.

It is hard to believe that the quantity of books being published is giving customers a greater choice, given the duplication of books on the same subjects. Or that there are 17,000 more worthwhile books written in a year now than 10 years ago.

According to one bookseller, "it is absolutely outrageous that books are price maintained. The idea that pearls of literature would be lost if the agreement went is nonsense. If something is worth pub-

lishing it will be published."

The other question is whether ending the agreement would reduce the range of books within each shop as well as the number of bookshops. On the one hand, Mr Malcolm Field, managing director of W. H. Smith, says: "The net book agreement is a good thing for the book trade. There are lots of small book retailers giving a very good service." On the other, Mr Brazier of Penton says: "We are in favour of it disappearing. It would help to sell more books."

Mr Stewart Binnie, managing director of Hatchards, which is owned by William Collins, the publishing group, does not think his range of books would shrink if the net book agreement disappeared.

"Our strategy would be to remain largely

price competitive on the popular titles and make money by selling a wide range of books at full price."

The fear among bookellers is that increased volume would not make up for thinner margins and profits would decline, causing some shops to go out of business. But while Mr Field points to the lower profitability of the US book discounters, Mr Tim Waterstone, head of the Waterstone's chain of shops, says he expects to improve his bottom line if the agreement goes.

Mr Alex Turner, principal consultant at Arthur Young, who was in charge of the book retail project, comments: "It is undoubtedly true that a lot of people in the book trade are not in book selling to make money but because they love books." However, he predicts that it will be difficult for bookshop owners to stick with an amateurish approach in the 1980s and forecasts that while some will prosper, perhaps 200 or 300 will go out of business.

The chains are in the best financial position to open new larger stores stocking a wide range of books to attract the public. They are also able to open for longer hours and on Sundays so that customers can shop at leisure.

Mr Terry Maher, chairman of Penton, the £2m refurbishment of the Dillons store in Gower Street, London, had spectacular results — sales doubled. Last November, Dillons opened a shop in Oxford, the stronghold of Blackwells, another growing chain.

Mr Maher argues that there is room for two bookshops in Oxford because: "New bookshops are not just competing with existing bookshops; they are competing with other retailers of consumer products for a larger share of consumer spending."

Mr Tony Stafford, chief executive of Blackwells, seems to agree. "Dillons has hardly affected us. I believe that if there are more bookshops it broadens the market for everyone."

Retailers agree that there will always be a place for independent bookshops offering a higher degree of service, paid for by higher prices, or occupying specialist niches in the market.

So, it looks as if the multiples will dominate the book market in the 1980s — and that is the price that may have to be paid for a healthier book trade.

IN THE 1970s, Nigel Lawson and I were colleagues on the old general sub-committee, the forerunner of today's Treasury and Civil Service Select Committee. We used to watch the burly, self-confident and pragmatic Labour Chancellor, Denis Healey, as he wrangled with the problems of the British economy. Now, at the tail end of the 1980s, the vicissitudes of political life find me back on the Treasury committee, watching another burly, self-confident and, to my surprise, increasingly pragmatic Chancellor.

The reality is that, in the revised Lawson strategy, the level of interest rate is not only a key element in the Government's anti-inflationary strategy, but is closely linked to the exchange rate.

Policy on exchange rates has also changed remarkably. In November 1980, Mr Lawson told the House of Commons that the exchange rate was determined by the market forces and not by the Government. By 1987, he was castigating markets for their "wild gyrations", extolling the merits of a stable currency in keeping with domestic monetary policy on the rails, and controlling industrial costs, and preaching the virtues of "managed floating".

The chains are in the best financial position to open new larger stores stocking a wide range of books to attract the public. They are also able to open for longer hours and on Sundays so that customers can shop at leisure.

There has been a significant shift on the issue of international economic co-ordination. In early 1980s, Mr Lawson joined Mrs Thatcher and Sir Geoffrey Howe in playing down what governments could achieve internationally. The prevailing wisdom was that markets ought to be allowed to operate freely. By 1987, Mr Lawson had become an enthusiastic advocate of economic co-ordination (see, for example, his International Monetary Fund speech) and of intervention in the currency markets.

In February 1988, he was telling American and Canadian business

that the world economy on to its target range. He meant that it was the "only sure way to keep the world economy on an even keel".

The truth is that over the last 18 months Mr Lawson has abandoned fiscal and monetary orthodoxy and manufactured a good old consumer boom, fuelled by a remarkable drop in the savings ratio, a fall in the exchange rate, disguised fiscal relaxation and earnings rising faster than inflation.

Output has grown at a rate which the Chancellor himself admits is unsustainable. If the plus side has been more public spending and falling unemployment, the minus side is the disturbing balance of payments deficit, which has at least united the National Institute of Economic and Social Research and the London Business School in a display of concern.

Paradoxically, as the Institute of Fiscal Studies has pointed out, the buoyant tax revenues have restored the traditional budget judgment, which the MTFS was designed to avoid. Whether he adopts a cautious or more relaxed stance, Mr Lawson has to take a view about the overall balance of supply and demand. In other words, under Chancellor Lawson, there is no easy way out.

I do not claim that he has returned to his old Keynesian ways, but I have to confess that I find the scarcely concealed pragmatism of the experienced Chancellor far more persuasive than the monetarist enthusiasm of the novice Financial Secretary.

The author is Labour MP for North Durham.

UK economic policy

The education of Chancellor Lawson

By Giles Radice

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FINANCIAL TIMES

Wednesday March 9 1988



Rebel group frees Oxfam workers

BY NORA BOUSTANY IN BEIRUT

TWO representatives of Oxfam, the UK-based Third World charity, were released yesterday by a radical Palestinian guerrilla group in the southern port city of Sidon.

An official of the Patah Revolutionary Council escorted Mr Peter Coleridge, the organisation's British regional co-ordinator, and Mr Omar Traboulsi, a Syrian who is Oxfam's director in Lebanon, to the home of Mr Mustafa Saad, a Shiam militia leader. The official said the two were taken in for questioning six days ago for security reasons. The official insisted the two men had not been kidnapped.

The Patah Revolutionary Council is headed by Mr Sabry al Banna, better known as Abu Nidal, who received a life prison term in absentia for a 1980 terrorist attack on Rome airport.

According to the council official, Mr Coleridge was taken in for interrogation because he had taken the photographs of Hittin Street, a populous slum in the sprawling camp of Ain al Helweh, overlooking Sidon.

The 44-year-old Briton and Mr Traboulsi, aged 31, disappeared



British Peter Coleridge (right) and Syrian Omar Traboulsi in Sidon after their release yesterday.

in Ain al Helweh on Thursday afternoon after visiting a local relief centre. They were reported missing the next day when they failed to turn up at scheduled meetings.

"I committed a mistake by taking photographs at Ain al Helweh,"

he said.

A Palestinian spokesman said the six-day arrest was sparked by sensitivity over the security of residents in the refugee camp, "which is always a target for

Israeli military attacks."

An Israeli air raid against Hittin Street last summer killed 40 people.

Last weekend, Mr Saad, who heads the Popular Liberation Army in control of Sidon, advised foreigners to leave because their protection could no longer be guaranteed.

His remarks, coupled with a robbery carried out on foreign medics gathered at a friend's house, triggered an exodus of some 14 western relief workers.

Mr Coleridge - who had arrived in Lebanon last week after a long absence - seemed relaxed and in good spirits. He said he and Mr Traboulsi had been kept in separate rooms.

"I was treated with great professionalism . . . " he said. "There was no physical violence but a lot of psychological effect. We were not seized, but arrested for taking photographs in the camp."

"I was taking a series of photographs of the same place where I had taken pictures in 1982 to show . . . how rebuilding has taken place," Mr Coleridge said.

UK chipmakers to address shortage

BY TERRY DODSWORTH IN LONDON

UK SEMICONDUCTOR manufacturers aim to start production this year of a powerful range of memory chips in a move which should help solve critical supply shortages developing in the industry.

These shortages are beginning to affect electronic manufacturers worldwide, placing strain on the production of some types of computers and forgoing up prices.

Amstrad, the UK's fastest-growing manufacturer of personal computers, intends to raise prices by an average of £59 (£32) on its products at the beginning of next month, following a trend of rising prices which has begun in the US.

Mr Alan Sugar, Amstrad's chairman, says that about one-half of its semiconductor on long-term contracts, the price rise has been focused on it by the shortage of chips, combined with continuing strong demand for personal computers.

"In the six months to June of this year, we shall probably deliver 25 per cent more personal computers than last year," he said.

Most of the problems have emerged in the field of Dynamic Random Access Memories, a form of memory device used most heavily in the computer industry.

Managers to buy Japanese unit

A GROUP of British managers are to buy the UK subsidiary of Silver Seiko's British subsidiary, Silver Reed, said that if the EC's council of ministers would add 40 per cent to the price of its portable typewriters, Silver Seiko would stop making such machines in the UK.

But Mr Bedborough is to announce that he and two other British managers are about to buy out the UK operation. He would not comment on whether this move was designed to pre-empt formal notification of the new duties.

Silver Reed would become a wholly UK-owned company.

Japan group seeks to forestall EC ruling, Page 6

Amstrad employs 20 such chips in its popular 1512 personal computer and 32 in the 1540 model. Prices of standard memories for these products have jumped from \$1.50 a year to around \$2.20 today for long-term supplies. Mr Sugar said some buyers are forced to pay up to \$8 for them on the spot market controlled by distributor.

Mr Rob Giddy, managing director of NEC in the UK, said yesterday

day that the company's Livingston plant in Scotland, which is already making pre-commercial samples, should be shipping products to customers late next month or in early May.

Mr Mike McCourt, UK manager of Motorola, the US chipmaker, says that its Scottish plant in East Kilbride, where the company has recently invested \$100m, should commence production of its one-megabit device by the end of the year.

Industry officials agree that the worst of the memory chip shortage could be over by late summer when more reliable sources of one-megabit devices will replace.

Sponsors of the legislation have sought the right moment to take it to the Senate floor, and there were reports that they would try to bring it up before yesterday's primaries.

Now the target date has been moved to April, after final passage of the trade bill, which is being negotiated in a House-Senate conference.

The bill would stop imports by establishing global limits on product categories of textiles and apparel. Quotas would be based on 1986 import levels, with no more than 1 per cent growth allowed each year.

Footwear imports would be frozen at the 1986 level. It was passed by a 263-156 vote in the House, short of the two-thirds majority needed to override a certain veto by President Reagan, and is expected to pass the Senate as well. But since the President is almost certain to reject the bill, the key to passage is getting enough backings for an override.

Opponents of the bill say the textile industry has regained its health and point to last year's 9 per cent growth in profits.

They say many of the job losses are because of plant modernisation.

But the bill's proponents say that recovery is due mostly to the lower dollar and may be short-term. They say employment was down in January.

Inventory levels are building up again and orders are falling off.

The commercials, running on both television and radio, have been highly successful, according to Mr Nichols. Although they endorse no candidate, they suggest that public officials should be questioned about their support for the bill.

The Coalition hopes to raise support from local and state officials as well as national candidates.

Mr Richard Wainio, the commission's chief economist, said average daily transits of the canal in the first week of March were 36.6, against an anticipated 35. Revenue from tolls for the week was \$8.8m, higher than the budgeted \$6.5m. Panama's entitlement of approximately \$7m a month of this revenue has been suspended by the Reagan Administration.

US planning armed action, says Panama

PANAMA yesterday accused the US of preparing a military intervention as part of a campaign to depose General Manuel Antonio Noriega, the country's military leader. Reuters reports from Panama City.

Mr Jorge Abadie Arias, the US Foreign Minister, said that US military exercises now under way in Panama were an open violation of the treaties governing the administration of the strategically important Panama Canal and a "prelude to a military intervention."

The exercises, called "Total Warrior," are taking place this year with US National Guardsmen and other US military units

frozen in from the US.

Panama's offshore banking centre was closed down last week after a business-led strike caused a run on deposits and because the Banco Nacional de Panama, the state clearing bank, ran out of US dollars - Panama's currency - with which to supply them.

Panama's few remaining liquid assets have been frozen in the US and international banks have so far not been willing to import dollars themselves, with a small minority of banks holding out for the fall of General Noriega.

However, operations of the canal itself have not been affected by Panama's political turmoil. Its 7,000-plus employees, more than 80 per cent of them Panamanians, were paid yesterday through a shipment of cash

To meet the surge in demand

Soviet Union faces Gulf war dilemma

Whatever the truth, it is Iran's enhanced missile capability and possession of projectiles in quantity that has brought about a new phase in the "war of the cities" and the new dimension. This round might more appropriately be called the "battle of the Scuds."

Since the exchanges began on February 29, Baghdad claims to have launched more than 40 in a blitz supplemented by air raids on other cities and towns, including for the first time Shazaz. Iran has replied in kind with two dozen aimed at Baghdad.

In its unmodified form, Iraq first deployed the Scud B missile in an air attack on Dezful early in 1984. The following year Iran - which is known to have been

supplied with the weapon by Libya in 1985 and Syria in 1986 - responded with its first strike on Baghdad. Since then it has launched them sparingly, suggesting that its supplies are by no means inexhaustible.

Iraq's first use of them was during the original "war of the cities" which began in 1985 and only came to an end in mid-summer of that year. The fact that it was halted probably also reflected the mutual concern of the two warring regimes about the effect on morale - a significant proportion of Tehran's population was sufficiently frightened to evacuate the city nightly and camp in its environs.

Since 1985 the only resumption worth the name was in February

1987 in a bout in which Iraq again had far better of the exchanges because of its enormous air supremacy and Iran's apparent paucity of missiles.

As early as August last year, Iraq boasted that it had tested its own missile with a range of 600 kilometres. One reason why it refrained previously was probably because it was anxious not to jeopardise moves towards the imposition of an arms embargo with Iran.

Why did Iraq resort again to this form of conflict with its air raids on February 27 which preceded the missile exchanges? The answer, paradoxically, is blind frustration that the Soviet Union may be able to recover some poise in its balancing act.

WORLD WEATHER

Region	Temp	Wind	Pressure
Africa	8	W	1010
Africa	10	SW	1010
America	10	SE	1010
America	12	SW	1010
America	14	SW	1010
America	16	SW	1010
America	18	SW	1010
America	20	SW	1010
Bangkok	32	SW	1010
Bangkok	34	SW	1010
Bangkok	36	SW	1010
Bangkok	38	SW	1010
Bangkok	40	SW	1010
Bangkok	42	SW	1010
Bangkok	44	SW	1010
Bangkok	46	SW	1010
Bangkok	48	SW	1010
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Bangkok	168	SW	1010
Bangkok	170	SW	1010
Bangkok	172	SW	1010
Bangkok	174</		

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SECTION II – COMPANIES AND MARKETS

FINANCIAL TIMES

Wednesday March 9 1988



G + W sees profits stumble but expects big advance for year

By JAMES BUCHAN IN NEW YORK

GULF + WESTERN, the film, publishing and financial services group, yesterday reported a small decline in profits in the Christmas quarter but said it was on track to increase earnings for the year.

The New York group is performing strongly in all its main businesses and yesterday increased its dividend by 17 per cent and split its shares. It said earnings in the first quarter to January fell from \$69.8m or \$1.11 a share to \$68.1m or \$1.05. Revenues rose from \$1.1bn to \$1.2bn.

The company said that Paramount, which has just notched up its second year in a row as the most successful US film studio, could not quite match its Christmas 1986 earnings with last year's showings, including Eddie Murphy Raw and Fatal Attraction.

Pharmacia improves 10% to SKr 905m

By SARA WEBB IN STOCKHOLM

PHARMACIA, the Swedish biotechnology and pharmaceuticals group, reported a 10 per cent increase in group profits after financial items, to SKr140m (\$15.8m) last year, with the increase held in check by adverse exchange rates and lower interest income.

Group sales increased by 6 per cent to SKr6.1bn, boosted by the acquisitions made during the past two years. If comparable units were taken into consideration, the increase in sales was only 6 per cent.

The board proposed raising the dividend from SKr1.55 to SKr1.75. Pharmacia said that it expected profits to continue to increase in 1988, but warned that the rise would be restricted by unfavourable exchange rates and deteriorating

Corning offer accepted by laboratory services group

By RODERICK ORAM IN NEW YORK

INTERNATIONAL Clinical Laboratories, which provides medical laboratory testing services, has agreed to a \$26-a-share takeover offer from Corning Glass Works, a leading US producer of glass products.

Corning, which was granted the right by the target company to buy 3m of its shares as a "lock-up" provision to deter other bidders, said it would begin the \$260m all-cash offer for the 10m shares outstanding as soon as possible. International Clinical's shares rose \$2.4 to \$25.4 in early trading yesterday.

Although International Clinical Laboratories will slightly dilute Corning's earnings this year, "it

should be making a solid contribution to earnings" next year, Mr James Houghton, Corning's chairman, said.

The deal would broaden Corning's position in laboratory services by improving the service capability of its MetPath unit.

International Clinical Laboratories, based in Nashville, Tennessee, operates 13 test facilities mainly in the south and west. It reported net earnings of \$4.8m on sales of \$305.5m for the year ended August 31.

Corning's MetPath subsidiary runs a laboratory at its Teterboro, New Jersey headquarters and 12 others across the country.

John Barham in Sao Paulo chronicles the decline of a once profitable sector

Brazil's banks fall victim to a crisis

BRAZIL'S big financial conglomerates were for years among the most profitable in the world. Year after year, banks outperformed all other sectors of the Brazilian economy.

Those halcyon days are over, at least for the moment. A plethora of annual reports demonstrate clearly that big private banks have at last fallen victim to Brazil's protracted economic crisis. Mr Antonio Carlos Rovai, a Price Waterhouse accountant, said: "The banks are participating in Brazil's economic misfortune."

For example, Bradesco, Brazil's biggest private banking group and the benchmark for the sector in general, reports that its net profits fell 18 per cent in dollar terms last year to \$214m. All values are converted at year-end exchange rates. Its return on assets was equivalent to 1.6 per cent, against 2 per cent in 1986 and 2.6 per cent in 1985.

Analysing balance sheets in Brazil is hazardous. High inflation has created confusing and conflicting accounting procedures.

Banco do Brasil, the federally owned bank group whose head, Mr Camilo Calazans, resigned on Monday over a pay policy dispute with the Government, was ordered late last month to republish its 1987 results.

The capital markets commission ruled that the bank was wrong to obey a central bank accounting directive which enhanced company profits. The commission says Banco do Brasil overestimated its 1987 net profit by 33 per cent. The bank said there was nothing wrong with its figures. Comparing balance sheets

Sabena's earnings free-fall by 52%

By WILLIAM DAWKINS in Brussels

SABENA, Belgium's 54 per cent state-owned airline, yesterday reported a 42 per cent fall in net income from BEF146.4m (£2m) for 1987 and revealed that it was holding collaboration talks with five other European carriers.

Mr Carlos van Ræselghem, president, said: "This was a difficult year due to the exchange rate of the dollar, numerous strikes and competition from other European companies."

Mr Davis said the company had high hopes of this year's sequel to the block-busting Crocodile Dundee and a new Eddie Murphy film, and both publishing and finance should also report record results for the year.

John Wyles describes the turbulent forces shaping the future of the Italian steel industry

Finsider staggers along road to recovery

HAVING BEEN kept in hungry suspense for many months, Italian political and trade union leaders have fallen like wolves on the recovery plan for the publicly-owned steel industry which Finsider, the steel holding company, is to implement by the end of this year.

With steelworkers demonstrating in the streets of Genoa and Naples and unions planning to shut the state company down for one day next month, both government and opposition parties have pronounced the flavour offensive and called for extensive changes.

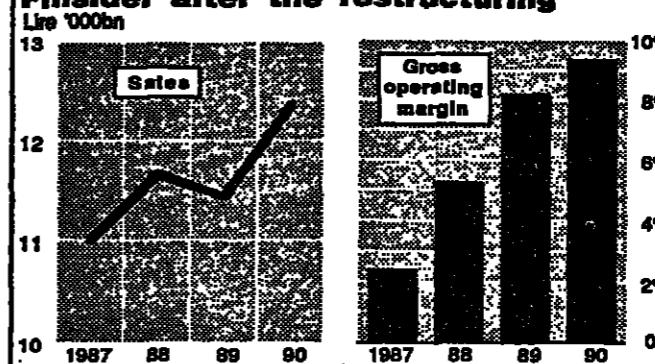
Since it will take weeks for the dust to settle, Italy may be hard pressed to have a coherent strategy in place by the time negotiations begin in Brussels in June on European Community-wide cuts in steelmaking capacity.

Meanwhile, every day's delay in implementing a recovery strategy is adding £1.2m (£4.2m) to Finsider's accumulated losses since 1980. The company said that losses would climb to £2.600m by 1990 if nothing was done apart from routine productivity improvements.

The new approach promises a much more "market-led" style of management concentrating only on actual or potentially profitable sectors. Investments will be determined by the company's ability to finance them. Every possible internal synergy will be exploited and new partnerships will be sought with private Italian producers and international producers.

While the number of jobs to be cut is clear enough, the plan offers no precise measure of capacity to be closed or full statements of the assumptions behind its various footnotes. These stated that if the Finsider strategy was pursued last year's losses of £1.680m would be turned into a profit of £50m by

Finsider after the restructuring



1990. The company said that losses would climb to £2.600m by 1990 if nothing was done apart from routine productivity improvements.

The new approach promises a much more "market-led" style of management concentrating only on actual or potentially profitable sectors. Investments will be determined by the company's ability to finance them. Every possible internal synergy will be exploited and new partnerships will be sought with private Italian producers and international producers.

Such details as there are in the plan have not surprised any of those directly concerned with the long agony of Italian public steel. Finsider's need for new capital

which may end up being sold or closed. Led by 3,000 concerned steelworkers from Bagnoli in Naples, these lame ducks are organising a vigorous defence against closure.

In product terms, the plan would keep Finsider in the full range of the flat-steels business with the possible exception of sheet and large welded tubes. The stainless area would be reorganised through the probable withdrawal from castings and pipes while activity in long products could be cut to rails and bars and billets for forging. Specialised tubes production for small markets would be sacrificed.

None of the major Finsider plants will escape some reorganisation including the big integrated plant at Taranto. Nonetheless, this establishment will be the core of the new business together with Novi Ligure, Corigliano and Terni. Bagnoli and Campi in Turin would lose their steelmaking furnaces this year, leaving the future of Bagnoli's rolling mill still to be decided.

The plan's productivity targets, as measured by deliveries per man/year, are ambitious and range from a 13 per cent increase in flat stainless products to a 22 per cent rise in general steel flat products and tubes and to 72 per cent in special long products.

Buoyant VNU to lift dividend

By LAURA RAUW in Amsterdam

VNU, THE Netherlands' largest publisher, increased profits by 23 per cent for 1987 and is to raise its dividend by 19 per cent to F1.275 per share from F1.231.

VNU confirmed that profits would rise again in the current year.

Net income jumped to F1.92m (£48.4m) from F1.75m. Group turnover for the year rose 14 per cent.

VNU recently acquired Andet, a small newspaper publisher.

NZI buys Arbuthnot Latham

By SARA WEBB and DAVID LASCELLES

NORDBANKEN, Sweden's fifth largest commercial bank, has agreed to sell Arbuthnot Latham Bank, its London bank, to NZI Corporation for £23m (£85m).

Nordbanken said it no longer needs Arbuthnot Latham Bank as a foothold in the London market in view of the changes and deregulatory measures which have taken place in Swedish banking, allowing Swedish banks to lend foreign currency indirectly from Stockholm...

The choice of partner would depend on the wish of the Belgian Government.

WOW reports loss of \$129m

By CLAY HARRIS in LONDON

'T' GROUP, the British engineering company, yesterday revived its bid for Bundy, the leading US maker of small-diameter tubing, and agreed to pay more than its original bid last September, which it abruptly abandoned in the wake of the stock market crash.

The revived bid values Bundy at \$155m compared with the original offer of \$144m. Because of the intervening decline in the value of dollar, however, the sterling cost of the all-cash bid has fallen by about £3m.

This announcement appears as a matter of record only.

November, 1987

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March 9, 1988

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A\$ 50,000,000
12 1/4% Notes of 1988/1991

Issue Price: 101 1/2%

Norddeutsche Landesbank Girozentrale

Bankers Trust International Limited
 Bayerische Hypotheken- und Wechsel-Bank AG
 County NatWest Limited
 Fay, Richwhite (U.K.) Limited
 Hessische Landesbank - Girozentrale -
 Landesbank Stuttgart Girozentrale
 J. P. Morgan Securities Ltd.
 Rabobank Nederland
 Westdeutsche Genossenschafts-Zentralbank eG

U.S. \$75,000,000



Christiania Bank og Kreditkasse
Floating Rate
Subordinated Notes Due 1994

Interest Rate 7 1/8% per annum
 Interest Period 9th March 1988
 Interest Amount per U.S. \$10,000 Note due 9th September 1988 U.S. \$364.17

Credit Suisse First Boston Limited
 Agent Bank

U.S. \$100,000,000



Great Western Financial
Corporation
Floating Rate Notes Due 1995

Interest Rate 7% per annum
 Interest Period 9th March 1988
 Interest Amount per U.S. \$50,000 Note due 9th June 1988 U.S. \$894.44

Credit Suisse First Boston Limited
 Agent Bank

Consolidated Gold Fields
Finance PLC

£5,000,000

Guaranteed Floating Rate Notes 1995
 unconditionally guaranteed by

Consolidated Gold Fields PLC

In accordance with the provisions of the Notes, notice is hereby given that, for the three month period 7th March, 1988 to 7th June, 1988, the Notes will bear interest at the rate of 9 1/4% per cent per annum. Coupon No. 13 will therefore be payable on 7th June, 1988 at £5,170.42 per coupon from Notes of £50,000 nominal and £1,170.04 per coupon from Notes of £5,000 nominal.

S. G. Warburg & Co. Ltd.
 Agent BankCITIZEN WATCH CO., LTD.
 (THE COMPANY)

U.S.\$50,000,000

5% CONVERTIBLE BONDS DUE 2000

Pursuant to Clause 5 of the Trust Deed dated 26th March, 1985 in respect of the above issue, notice is hereby given as follows:

1) On 25th February, 1988 the Board of Directors of the Company resolved to make a free distribution of shares of its common stock to shareholders of record as of 31st March, 1988 in Japan, at the rate of 0.16 new share for each share held (six shares for a hundred shares held).

2) Accordingly, the conversion price of the above-mentioned Bonds will be adjusted with effect from 1st April, 1988 (Japan time).

The conversion price is effect before such adjustment to Yen 595.00 and the adjusted conversion price will be Yen 561.30.

By: THE DAI-ICHI KANGYO BANK
 LTD. AS PRINCIPAL PAYING AGENT
 4th March, 1988

U.S.\$30,000,000

3 1/4% NOTES DUE 1991

WITHIN THE MEANING OF THE
 COMMERCIAL PAPER ACT

Pursuant to Clause 4 of the Instruments dated 6th May, 1986 in respect of the above issue, notice is hereby given as follows:

1) On 25th February, 1988 the Board of Directors of the Company resolved to make a free distribution of shares of its common stock to shareholders of record as of 31st March, 1988 in Japan, at the rate of 0.16 new share for each share held (six shares for a hundred shares held).

2) Accordingly, the subscription price of the above-mentioned Bonds will be adjusted with effect from 1st April, 1988 (Japan time).

The subscription price is effect before such adjustment to Yen 595.00 and the adjusted subscription price will be Yen 567.50.

By: THE TAIYO KORE BANK LIMITED,
 LONDON
 AS PRINCIPAL PAYING AGENT
 4th March, 1988U.S.\$200,000,000
 Midland International
 Financial Services B.V.
 (incorporated with limited liability
 The Netherlands)

Guaranteed Floating

Rate Notes 1989

Guaranteed on a subordinated basis
 as to payment of principal and interest by

Midland Bank plc

For the six months from
 2nd March 1988 to 26th September 1988
 the Notes will carry an interest rate
 of 7 1/4% per annum.

On 26th September 1988 interest of
 U.S. \$360.97 will be due per
 U.S. \$10,000 Note for Coupon No. 9

Agent Bank:
 EBC Amro Bank
 LimitedA FINANCIAL TIMES
 INTERNATIONAL CONFERENCE
 TECHNOLOGY
 IN THE
 INTERNATIONAL
 SECURITIES
 MARKETS

InterContinental Hotel

London

24 & 25 March, 1988

For information please return this
 advertisement together with your
 business card to:

Financial Times
 Conference Organisation

128 Jermyn Street

London SW1Y 4LU

Alternatively:

telephone 01-925 2222

telex 27347 FTCONF G

Fax: 01-925 2125

(Incorporated in the Kingdom of Norway with limited liability)

U.S.\$250,000,000

Roofing Rate Subordinated Notes Due 2001

Notice is hereby given that the Rate of Interest has been fixed at

4.9375% and that the interest payable on the relevant Interest Payment

Date September 9, 1988 against Coupon No. 4 in respect of

US\$70,000 nominal of the Notes will be U.S.\$354.38 and in respect of

US\$250,000 nominal of the Notes will be U.S.\$8,864.50.

March 9, 1988, London

By: Citibank, N.A. (CSSI Dept.), Agent Bank

CITIBANK

Henkel sees continued rise in sales and profits

By Andrew Fisher in Frankfurt

HENKEL, the West German special chemicals and detergents company, expects sales and profits to show further gains this year after increases in 1987 which reflected steady home and foreign demand and the impact of new acquisitions.

The company said sales rose 6 per cent to DM9.2bn (US\$5bn), with an improvement of 11 per cent in volume terms.

The difference in the rates of increase stemmed from the effect of the rising D-Mark on foreign revenues translated into German currency.

Henkel, the fourth largest chemicals group in Germany, gave no earnings details at this stage.

However, net profit had improved to more than 3 per cent of sales, from 2.6 per cent.

This would put the profit after tax for 1987 at DM280m - roughly in line with analysts' estimates - against 1986's DM160m.

On the outlook for 1988, Henkel said international sales and profit prospects continued to look favourable.

The group was resistant to changes in the economic climate because of its wide range of products, the balance between branded products and special chemicals, and strong regional diversification.

However, this year contained risks in foreign exchange movements and in the continuing debt problems of many countries.

A possible weakening of the worldwide consumption and investment climate as a result of uncertainties in financial markets was another factor.

De Benedetti plan on mergers welcomed

By John Wylie in Rome

MR CARLO De Benedetti's plan to merge two of his main holding companies, CIR and Sabadell, were warmly welcomed by Italian investors yesterday.

The proposal will lead to the absorption later in the year of Sabadell into CIR, which is 40 per cent owned by Cofide, Mr De Benedetti's master holding company.

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It is hoped the sale of shares in the expanded Ferruzzi company to Monzodison shareholders will raise up to L1,500bn.

Icahn backs plan to free Texaco from Chapter 11

BY OUR NEW YORK STAFF

MR CARL ICahn, the New York investor, said he would vote for the plan to reorganise Texaco drawn up by the leading oil company's management in an effort to secure its release from Chapter 11 bankruptcy court protection.

"I will probably either vote for it or with a majority of other shareholders," Mr Icahn said, while continuing to express dissatisfaction with the plan.

Representatives of other shareholders confirmed that institutions and other investors overwhelmingly supported the reorganisation.

Mr Icahn, who holds a 14.8 per cent stake in Texaco through

Trans World Airlines which he controls, had earlier tried to submit an alternative plan but was rebuffed by the courts.

His change of tack will have no significant effect on the vote. But he added that he and his other four nominees will still run for election to the Texaco board at the shareholders' meeting in May unless Texaco puts itself up for sale. If elected, he would try to persuade his fellow directors to solicit takeover bids at more than \$35 a share.

Takeover speculation swirling around Texaco has "hampered" its efforts to sell its downstream US operations on the East and

Gulf coast to Saudi Arabia, Mr James Kimball, the group's president said. He stressed that the company was not negotiating to sell its European refineries.

In addition to Mr Icahn's manoeuvres, Mr T. Boone Pickens, the Texas oilman whose stock market raid in the early 1980s triggered a round of oil industry mergers and restructuring, said two weeks ago that he was seeking permission to buy up to 15 per cent of Texaco.

Homestake Mining, largest US gold producer, said its board had unanimously rejected the \$20-a-share takeover bid by Mr Pickens' Mesa Limited

Montedison in L60bn disposal of businesses

BY LAURA RAUN IN AMSTERDAM

BUERHMAN has confirmed that its

share, from F1.155 in 1986. In

recent years, Buerhmann-Tetterode has consistently lifted its dividend in line with robust earnings growth.

Earnings per share climbed to

F1.53, from F1.32. Full details

will be released on March 25.

Turnover rose 13 per cent, to

F1.383bn from F1.34bn in 1986.

Buehrmann 40% ahead

BY LAURA RAUN IN AMSTERDAM

BUERHMAN-TETTERODE

BUERHMAN

INTERNATIONAL COMPANIES AND FINANCE

DBS full-year profits lower than expected

BY ROGER MATTHEWS IN SINGAPORE

DEVELOPMENT BANK of Singapore (DBS), the country's largest domestic bank, announced an increase in after-tax profits of more than a fifth yesterday, somewhat below the level originally anticipated after the strong showing in the first half.

The bank, in which the island's government has a 48 per cent holding, said its results and those of the group as a whole fully accounted for the effects of the stock market crash in October.

The increase in the bank's profits to \$121.8m (US\$60.5m) from just on \$80m was a little lower in percentage terms than those achieved by the overall group, where net profits rose to

\$154.4m from the previous year's \$82.4m.

A further provision of \$61.5m was made by DBS for possible loan losses and the diminution of other assets, 22 per cent less than a year earlier.

During the year, the DBS Land group of companies achieved a public listing and their contributions were not consolidated into the group accounts. If comparative figures had been adjusted to reflect this change, the group's after-tax profits would have increased by nearly 32 per cent.

The \$80m capital gain made by the bank from the sale of DBS Land shares is shown in the accounts as an extraordinary

profit. At group level the figure comes down to \$87.5m as the shares sold were previously recorded at net asset value.

The fall amount of the capital gain has been set aside to increase the general provision reserves to meet any future unforeseen contingencies. The bank stressed that this was over and above the provisions already made against possible problems with Third World debts.

In order to mark the bank's 20th anniversary, the directors are recommending a one-for-five rights issue and bonus dividend of 4 per cent. The ordinary final dividend for 1987 is to be 16 per cent.

All-round improvement at Amic

BY JIM JONES IN JOHANNESBURG

ANGLO AMERICAN Industrial Corporation (Amic), the industrial arm of South Africa's Anglo American mining house, lifted group turnover to R3.55bn (US\$650m) last year from R3.4bn and pre-tax profit to R76m from R68m.

All but a few subsidiaries increased their contributions to profits. Mondi, the 63 per cent owned pulp and paper company, lifted its after-tax earnings to R95m from R53m although

flows in Natal Mondi benefited from improved pulp export prices and was able to increase prices of paper sold to local users.

Boart International, a wholly-owned mining equipment manufacturer, benefited from increased exploration expenditure by the gold mining division and lifted its taxed profit to R68m from R43m.

Rising consumer demand lifted sales by the 19 per cent owned Samcor, the local assembler of Ford and Mazda vehicles,

which, with fractionally less than 20 per cent of the country's car market, emerged with a slightly lower market share than in 1986. However, increased demand allowed the company to lift its sales by more than 10 per cent.

McCarthy, the 25 per cent owned car retailer, increased new vehicle market penetration to 11.7 per cent from 11.4 per cent.

Amic's net earnings rose to 663 cents a share from 516 cents and the year's dividend has been lifted to 225 cents from 190 cents.

Reorganised Li Ka-shing companies top forecasts

BY OUR FINANCIAL STAFF

HONGKONG ELECTRIC, the power utility controlled by Mr Li Ka-shing, yesterday reported net profits of HK\$1.26bn (US\$161.5m) for 1987, a year in which its activities were substantially reorganised.

The company spun off its holdings not related to electricity with effect from the beginning of last year. It said the result was slightly ahead of comparative earnings for 1986 which, if measured on the same basis, would have been HK\$1.21bn.

The actual result for that year was HK\$1.50bn, including the businesses now grouped under Cavendish International, which also yesterday reported net profits from operations of HK\$667.5m for its first year. The Cavendish outcome was well above a forecast of HK\$582m given at the time of rights issues attempted by Mr Li's companies in October, which failed amid the stock market collapse.

Cavendish said it had made an additional extraordinary gain of

HK\$28.7m from investments including the sale of a 2.45 per cent stake in Pearson, owner of the Financial Times. Other interests of the Hong Kong company cover oil, property and the territory's Hilton Hotel. Turnover was HK\$593.3m.

A final dividend of 12 cents a share brings the total distribution for the year to 18 cents, paid from earnings per share of 79 cents.

At Hongkong Electric, profits also exceeded an October forecast of HK\$1.23bn. Turnover reached HK\$3.02bn from a hypothetical HK\$2.74bn and an actual HK\$2.99bn.

Mr Simon Murray, chairman, said electricity demand was at a record and further growth was likely because of property developments due for completion this year.

The company is paying a final dividend of 30 cents a share, for a total effective distribution of 49 cents, drawn from 79 cents per share earnings.

Earnings down by half at United Plantations

BY WONG SULONG IN KUALA LUMPUR

UNITED PLANTATIONS, a leading Malaysian palm oil group, saw net profits cut by a half last year to 4.58m ringgit (US\$1.77m) on turnover down 38 per cent to 80m ringgit.

UP, which was formerly controlled by Danish interests but was taken over in 1984 by Fina, a Malaysian government agency, said it enjoyed better earnings from its plantation operations

but profits were dragged down by losses at its Unitata refinery. For the second successive year, UP has omitted a final dividend, saying it has to invest another 30m ringgit to complete the planting of 27,000 acres of jungle land. The group has already spent more than 70m ringgit on the development which, when completed at the end of this year, will give UP 60,000 acres.

Malaysian palm oil prices fell 10 per cent in 1987, while world prices were down 15 per cent.

UP's net earnings were down 40 per cent to 4.58m ringgit (US\$1.77m) in 1987.

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Stephen Fidler on the high-risk business of film finance

Big-screen hit for Hill Samuel

THE COMBINATION of an English merchant bank with a rather stodgy image, an Italian communist film director and a British film production company might appear at first sight an unlikely group to embark on a venture together.

But, together with the not inconsiderable assistance of the People's Republic of China, they have done just this to produce a film which has received nine Academy Award nominations and, if not universal critical approval, much popular acclaim. More significantly, from the bank's point of view at least, it also looks likely to be extremely profitable.

The picture was *The Last Emperor*, the life story of the Chinese ruler whose overthrow in 1912 at the age of six marked the end of 3,000 years of imperial hegemony. Costing \$25m to make, it is the world's most expensive independently financed film.

Its director was Bernardo Bertolucci, maker of films such as *Last Tango in Paris* and *1900*, and its producer, the London-based Recorded Picture Company. Its chairman, Jeremy Thomas, who wanted to raise the money for the film in Europe, says the first bank he approached for finance was Hill Samuel, the British merchant bank.

Hill Samuel said yes, later bringing in four more banks in support of what was then a \$25m project — Creditanstalt of Vienna, Pierson, Heidring and Pierson of Amsterdam, Standard Chartered of the UK and the London branch of Gotebanken of Sweden. Says Mr Thomas: "The returns for the banks will be very good."

In this case, banks were also attracted to the film, much of which was shot in Beijing's Forbidden City, by the prospect that it would help them improve their

commercial links with China.

Hill Samuel has been in film finance since early 1983, hiring Ms Martine Hamon from Libra Bank, the London-based consortium bank with strong links with Latin America. As manager of the bank's film finance division, she heads a busy five-strong team. Having spent 10 years as a specialist in Latin American debt, she says: "We've always been associated with high-risk business."

Acknowledging the risks, the bank moved slowly, starting with simpler transactions, such as discounting contracts. This is where film-makers pre-sell the rights to a movie to distributors and then use banks to discount these contracts.

When the distributor receives the film and releases the funds, the banks receive their money and their connection with the picture often ceases there.

Yet, if they can get it, film-makers like to arrange the finance before they start to pre-sell. For one thing, it gives them more clout in negotiations with the distributors.

For banks, this means taking on risks of a completely different order and acquiring a deep knowledge of how the film is to be made. For, as well as fees and interest margins, the banks also take a stake in the success of the movie. This is icing, agrees Ms. Hamon, "but it can be very nice icing."

Such financings entail long-term commitments, since banks must follow the progress of a film long after it has been released.

Ms Hamon links success in film finance — Hill Samuel's division has been profitable — to a number of rules-of-thumb:

• Deal with people with a track record — not much hope there for aspiring film producers — and with people of integrity.

• Ensure that a reputable

organisation will be selling the product to distributor.

• Make sure the film is backed by a solid completion guarantee.

Specialist companies, mainly on the US West Coast, are expert in providing such insurance, which

lawyers.

That said, film finance is not an off-the-peg business, but one that has to be tailored to fit in every case and it must be said that the track record of many banks in the business has not been good.

Some which have dipped their toes into the market have found themselves backing "turkeys" to the tune of several million dollars. Bankers are also put off by the huge publicity which surrounds the industry's more grandiose projects, such as Mr Michael Cimino's \$40m *Heaven's Gate*, a commercial failure which buried a studio.

The problem, according to Mr Thomas, is that because they are normally not experts, banks back the wrong horses. "Because it's a specialist area with a lot of alternative investments, they don't always support the right movies," he says.

There is potential, too, for conflicts within banks, since film finance may not be regarded as an activity central to a bank's strategy. Large financial commitments must be supported, even to board level, and that requires a commitment to film finance among senior management.

While US banks are, of course, active in the field, Hill Samuel still has few competitors in Europe. Nevertheless, Ms Hamon says: "Bankers in Europe are looking again at the possibility of backing the entertainment industry."

Despite the potential pitfalls, the field may be increasingly hard for banks to ignore. No longer are cinema audiences — and even they have been growing in recent years — the only target for film makers. The video cassette has already altered that. Television in all its numerous guises, with its vast appetite for material, seems destined to change it still more.

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Despite the potential pitfalls, the field may be increasingly hard for banks to ignore. No longer are cinema audiences — and even they have been growing in recent years — the only target for film makers. The video cassette has already altered that. Television in all its numerous guises, with its vast appetite for material, seems destined to change it still more.

For this, it gives them more clout in negotiations with the distributors.

For banks, this means taking on risks of a completely different order and acquiring a deep knowledge of how the film is to be made. For, as well as fees and interest margins, the banks also take a stake in the success of the movie. This is icing, agrees Ms. Hamon, "but it can be very nice icing."

Such financings entail long-term commitments, since banks must follow the progress of a film long after it has been released.

Ms Hamon links success in film finance — Hill Samuel's division has been profitable — to a number of rules-of-thumb:

• Deal with people with a track record — not much hope there for aspiring film producers — and with people of integrity.

• Ensure that a reputable

organisation will be selling the product to distributor.

• Make sure the film is backed by a solid completion guarantee.

Specialist companies, mainly on the US West Coast, are expert in providing such insurance, which

lawyers.

That said, film finance is not an off-the-peg business, but one that has to be tailored to fit in every case and it must be said that the track record of many banks in the business has not been good.

Some which have dipped their toes into the market have found themselves backing "turkeys" to the tune of several million dollars. Bankers are also put off by the huge publicity which surrounds the industry's more grandiose projects, such as Mr Michael Cimino's \$40m *Heaven's Gate*, a commercial failure which buried a studio.

The problem, according to Mr Thomas, is that because they are normally not experts, banks back the wrong horses. "Because it's a specialist area with a lot of alternative investments, they don't always support the right movies," he says.

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UK COMPANY NEWS

Reed Intl to pay £28m for titles

BY RAYMOND SNODDY

Reed International, the publishing and paper group, is increasing its stake in the British consumer publishing market with an agreement to buy the consumer magazine interests of International Thomson Organisation.

Reed is to pay £28m in cash for Family Circle, Living Magazine, the recently launched Series of magazines and the Checkpoint books.

The titles are sold in 4,000 supermarkets in the UK and are therefore not seen as direct competitors to Reed's other weekly and monthly titles for women such as Woman's Own and the potential predator.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corres- pending div	Total for year	Total last year
Abbeycrest	5 fin	1.35	Apr 21	0.75*	2
Alta Philip	fin	1		1.5	1
Blizzard Int.	fin	1	Apr 20	1.75	1
Bluebird Toys	fin	6.21*	May 9	4.62	4.62
City & Comm.	fin	2.8		2.87	5.45
Com. Bank N. East	fin	30		30	30
Cont. Micros	int	1.1	May 4	1	2.3
Dare Estates	fin	0.4	May 5	0.5	0.12
Expanet	fin	4.57	Apr 29	4.05	6.75
Green (Ernest)	fin	0.75		0.75	0.75
Landmark	fin	6		5	4
Marconi	int	0.73	Apr 29	1.5	7
Miller & Sons	int	1.25	June 24	0.75	2.35
Paragon Comm.	fin	0.8		1.8	1.8
Pentos	fin	1.1		0.73	1.3
Perry Group	fin	5.3	July 1	4.35	6
Michael Peters	int	1.5	May 6	1.2	3
Prestwick	int	0.5	Apr 29	0.5	1
Shadwell (Wm)	fin	2	Apr 5	1.5*	1.7
Spong Holdings	fin	0.41	Apr 29	0.24*	0.4
CMG	fin	0.63*		0.27	1

Dividends shown per share net except where otherwise stated. *Equivalents after allowing for scrip issues. **On capital increased by rights and/or acquisitions. ***On scrip issues. ****On share capital. *****Third quarter special dividends in lieu of final. 1/2 of 16 months. For six months subject to merger becoming unconditional.

Residential Property



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Global Bond Portfolio	£2.10
Dollar Portfolio	£2.027
Yen Portfolio	£1
Deutschmark Portfolio	DM43
Sterling Portfolio	£1

as at 8th March, 1988.

Abbeycrest raises £4m for growth

By Flora Thompson

Abbeycrest, designer and distributor of jewellery, increased 1987 pre-tax profits by 11 per cent and is to raise £4.3m on an issue of shares. The company also said it is to join the main market from the USA.

Reed has increasingly been focusing on the publishing industry in the UK and North America for both acquisitions and expansion of existing businesses.

The UK company's pre-tax profits rose 37 per cent to £11.6m for the first half of last year. The share price has been rising, after being hit by the October crash, but Reed says it has no evidence that this is being caused by a potential predator.

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For six months subject to merger becoming unconditional.

Dares Estates rises six-fold to £5m

BY PAUL CHEESRIGHT, PROPERTY CORRESPONDENT

THE STOCK market yesterday ignored a striking rise in the annual pre-tax profits of Dares Estates, property development and investment company, and allowed the shares to slip 0.5p to 34.5p.

Pre-tax profits at Dares for the year to December 31 were more than six times higher than in 1986 at £5.1m against £747,000.

The additional funds are required to finance further growth, said Mr Michael Lever, chairman. Mr Lever, a former dentist, founded Abbeycrest in 1978 with Mr Peter Rosenberg, a jeweller's agent. The company makes inexpensive necklaces, bracelets, earrings and bangles.

The plan is to expand into new product areas such as multiple gift packs, offering a pendant and earrings set for example, ranging from £9.99 upwards.

For the year to December 31, Abbeycrest produced pre-tax profits of £2.36m; compared with £1.38m in 1986, on turnover up from £13.52m to £21.6m. The tax charge rose from £501,000 to £404,000. Earnings per share increased from 6.70 to 11.1p.

A final dividend of 1.35p is recommended; making a total for the year of 2.0p.

Mervale Moore, yesterday up by 50 per cent the interim dividend to 2.25p per share.

During the first half, Mervale Moore made a net profit of £2m from property sales, taken beneath the line as investment disposals.

Despite the slight movement in the results, the shares rose 20p yesterday to 50p, which is 12p under their 1987-88 high point.

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Issue of 11,629,644 7.5p (net) convertible cumulative redeemable preference shares of 10p each in BTP plc in connection with the acquisition of

Graesser Laboratories Limited

Authorised

£

1,162,965

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£

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preference shares of 10p each in BTP plc

1,162,964

The Council of The Stock Exchange has admitted 11,629,644 7.5p (net) convertible cumulative redeemable preference shares of 10p each to the Official List. Listing Particulars relating to such shares have been circulated in the ETEL Statistical Service and copies of the Listing Particulars may be obtained during usual business hours up to and including 11th March, 1988 from the Company Announcements Office of The Stock Exchange and up to and including 23rd March, 1988 from:

BTP plc
Hayes Road,
Codshead,
Manchester M30 5BXS. G. Warburg & Co. Ltd.
33 King William Street,
London EC4R 9ASLloyds Bank Plc
Registers Department,
Goring-by-Sea,
Worthing,
West Sussex BN12 6DACazenove & Co.
12 Tokenhouse Yard,
London EC2R 7AN

9th March, 1988

Elders IXL announces record half year: Profit up 83%, revenue up 61% and dividend up 50%

This year Elders IXL Limited has outstripped all market forecasts to record its best interim result, ever.

So marked has Elders' growth been in the past two years that our 83% rise in equity accounted earnings to A\$272.14 million in the December half has eclipsed our company's full year result for 1985-86.

We credit this success both to the sound business fundamentals and to the skill of our people, a central feature of Elders' successful performance.

Commitment to real growth in profits is also reflected in the 50% increase in dividend payments as well as the one-for-four bonus issue.

Highlights of the six months to December 31 were:

- Outstanding results from Elders Brewing and Elders Agribusiness Groups.
- Further internationalisation of Elders Agribusiness Group through key acquisitions in the United States, Canada and Europe.
- Acquisition of a strategic interest in Rada Corporation which in turn has a 44% interest in New Zealand Forest Products Limited, leading to the proposed merger of Elders Resources Limited and New Zealand Forest Products. If this merger proceeds, Elders Resources will become a major trans-Tasman natural resources business with total assets of almost A\$4 billion.
- Agreement with BHP to participate

jointly in the company which holds Elders' 18.9% stake in BHP, releasing A\$1.6 billion in cash.

Operational Review

Over the past six months each Elders' core business produced a continuing, solid cash flow and a strong profit stream in highly competitive environments.

- Elders Brewing Group maintains a strong regional presence while developing our global brand: Foster's Lager. Foster's is now the most widely distributed lager in the UK and sales are up 80% in the United States.
- Elders Agribusiness Group has also increased its returns through expansion of its grain business into Canada and the United States and its malting business into Europe. In Australia, good seasonal conditions and improved commodity prices assisted the Group's rural businesses.
<li

UK COMPANY NEWS

UniChem
castigates
Macarthy's
record

By David Waller

THE bid battle between UniChem and I Macarthy reached a new pitch of acrimony yesterday as UniChem issued a defence document which castigates Macarthy's trading record and contains an ambitious profit forecast.

UniChem, the pharmaceutical wholesaler which has the unusual legal status of a friendly society and is owned by 4,000 of the UK's independent chemists, predicts that it will make pre-tax profits of approximately £12m in the current year, a 54 per cent increase over the £7.8m made last year. It also forecast that turnover will be 28 per cent ahead at £700m.

On this basis, UniChem claims that its shares are now worth over £36 each, giving it a notional market capitalisation of £100m. This exceeds both the £65m value of Macarthy's bid cash-and-shares bid, and UniChem's own valuation released in January when it announced its plan to shrug off its status as a co-operative and seek a stock market listing in 1990.

Then, UniChem said that it would be worth £100m on flotation, by which time its share capital would have doubled from its present level because of a controversial incentive scheme which links the issue of new shares at £1 to the level of purchases made with UniChem between now and 1990. The latest forecast, prepared like the original one by UniChem's stockbrokers Phillips & Drew, is based on the current number of shares in issue.

The document also questions Macarthy's financial record since February 1986, when Mr Nicholas Ward, the present chairman and chief executive, assumed control. It queries whether the company would have made a pre-tax profit at all in the year to October 3 1987 but for a pension fund holiday and extraordinary items of £2.5m.

Mr Ward said last night that UniChem's forecast was entirely hypothetical. He argued that the co-operative was not floated so long as the scheme was in operation — and that customers would fall away once the scheme was withdrawn.

M and S signs \$770m US deal

By MAGGIE URRY

Marks and Spencer yesterday signed a definitive agreement with Canadian property group Campeau, to buy Brooks Brothers, the 47-store US menswear retailer. The deal is conditional on Campeau's current bid for Federated Department Stores succeeding.

M and S said that it is confident that the deal, if it goes through, will achieve an outstanding strategic platform for M and S to expand internationally in North America and the Far East.

Mr Keith Oates, M and S financial director, said that the due diligence review of Brooks Brothers had been completed and everything had been satisfactory. He could not comment on the chances of Campeau's bid succeeding.

He said the deal would be important in serving M and S's

ambitions in the Far East as well as in North America. Brooks Brothers has a 51 per cent owned joint venture with the Japanese company Daito. M and S has already set up a buying operation in Hong Kong in advance of opening its first store there soon.

The total purchase price of \$770m (£425m) includes \$50m covering a "non-compete" agreement, under which Campeau will not set up a speciality menswear operation in North America or Japan for five years. Mr Oates said that the \$50m could be written off against tax over the five years.

As well as buying Brooks Brothers, Campeau has agreed to give M and S preferential rights to sites in the new and existing malls for five years. Also M and S would have a three year exclusive right to develop food departments within Campeau's department stores should it decide to develop a speciality food retailer in the US.

Mr Oates, who has been handling the negotiations with Campeau, said that it was very difficult to value these rights but the potential could be substantial if M and S expands aggressively.

"They give us the same chance in the whole of North America as we have in the UK," he said.

Since the M and S name is little known in the US it could have proved hard to win sites.

M and S also revealed details of the funding of the proposed deal.

Of the \$770m total, \$50m would

in effect be lent to M and S by Campeau. M and S would issue a promissory note to Campeau, paying an annual interest rate of 8.2 per cent, and repaying the capital after 10 years. The remaining \$320m would be paid

from M and S's internal resources.

Mr Oates said that the promise note was a tax effective way of financing the purchase. Also the 8.2 per cent interest rate was about 1.5 percentage point below the rate M and S would have to pay in the open market, saving \$2.4m a year on the interest charge.

R H Macy, the US retailer, yesterday formally launched its \$2.4bn (£1.27bn) bid for 80 per cent of Federated Department Stores and sued Campeau in a Manhattan court in an attempt to remove the Canadian company's tax advantage. In its suit, Macy's alleges that Campeau's improved offer, which is due to close on March 15, is in fact a wholly new offer that must be open at least 20 business days under Federal securities laws.

See Lex

Ford dealerships aid Perry rise to £6m

By FIONA THOMPSON

Perry Group, motor dealer and estate agent, increased pre-tax profits by 28 per cent to £5.03m in the year to end December. The advance from £4.7m was made on turnover up 36 per cent to £232m (21.7%).

During the year Perry increased its franchised car dealerships from eight — seven Ford and one GM — to 17, adding three Volvo, one Jaguar, one Land Rover/Ranger Rover and four Austin Rover dealerships.

"The Ford dealerships did extremely well, and still provide the lion's share of profits," said Mr Richard Allan, chairman. But the company was keen to continue its policy of diversifying profits by widening its range of dealerships.

"We hope to take on half a dozen more this year, possibly some more Volvo and Rover and one more Ford dealership. We are having talks with Toyota at the moment and we're still negotiating."

The current year had started well, with a buoyant new car market. And, happily, the dispute at Ford was settled speedily, he said.

The attempt to broaden the company's base by opening estate agencies, begun a few years ago, had not been a great success. The division continued to underperform, said Mr Allan.

If the agencies were not on budget by the end of the first quarter of this year, "they will have to go," he said.

● comment

These figures reflect Perry's strong growth both organisationally — it has increased its market share from 3.37 per cent to 3.57 per cent

of all Ford registrations — and through acquisitions. Though the Rover purchase has not notched up profits this time, its three months contribution accounted for about £2m sales. Volvo, for six months, brought in £10.7m profits, after financing costs, on about £2m sales, and looks well able to produce profits of about £750,000. The long running sore remains estate agents — which again made a loss, this time £250,000. A decision on their future looks likely soon, and not before time. Pre-tax profits forecast for this year range between £7.8m and £8.2m — depending on whether Perry keeps the agents or disposes of them and takes the losses below the line — producing a prospective p/e of about 9.

Michael Peters
70% up after
all-round growthImproved efficiency
behind £2m profits
advance at Blagden

By DOMINIQUE JACKSON

Blagden Industries, steel drum manufacturer, posted pre-tax profits up a third from £2m to £3m on turnover up from £135m to £148m for the year ended December 27 1987.

Mr John Gillum, chairman, said the highly satisfactory results demonstrated improving efficiency within the group.

After tax of £3.4m (£2.25), earnings per share were 15.2p (12.9p).

● comment

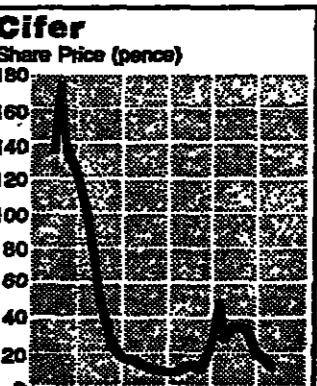
These figures came in above expectations and were accompanied by the reassuring footnote that Blagden had increased the dividend after two years of static returns. The shares moved up marginally. Although Blagden's performance has never prompted the wildly enthusiastic response, the company has now become a streamlined and very efficient business. The core steel drum operations benefited from generally increased demand throughout Europe. However, the market is a mature one and Blagden's decision to boost profits from the division with the purchase of Read's drum business has proved an excellent year.

Despite slack trading conditions in the protective equipment market, the Martindale division, the Read's drum business has proved a sound move. The company is also far sleeker without the plastic injection moulding business.

If the protective equipment market fails to improve, Martindale could be the next disposal. The company has taken drastic measures at its Spanish arm, hit last year by new EC packaging regulations, and the operation managed to break even. Forecasts for the current year of £5m give a prospective p/e of around 11.

Cifer shares fall 20%
on first half warning

By PHILIP COGGAN



Imports keep Lambert Howarth in check

By ALICE RAWSTHORPE

Lambert Howarth, the footwear and luggage group, yesterday announced that pre-tax profits had risen by just 4 per cent to £2.1m in 1987, reflecting the intensely competitive climate of the footwear market.

During the year the flow of imported shoes from the Far East accelerated rapidly due to the decline of the US dollar and the related Far Eastern currencies.

Lambert's response to this competitive climate was, accord-

ing to Mr Martin Jourdan, chairman, to maintain its market share, even at the expense of profit margins.

Thus while turnover rose by 26 per cent to £52m, the growth in operating profits was slower at 15 per cent to £2.1m. Earnings per share rose to 27.4p (24.1p) and a final dividend of 8p makes 8.5p (7p).

Mr Jourdan said trading in the opening months of 1988 had been "quite good."

● comment

Lambert Howarth, like its fellow footwear manufacturers, is a victim of economic events beyond its control. In many ways it is in a better position than most, in that it can at least balance its business between manufacturing and importing. The economic outlook is far from encouraging, but Lambert should glean some benefit from its investment in productivity and management over recent years. Moreover the Custom business offers plenty of scope for the future, especially if it can make the most of the cult appeal of the Globetrotter brand. The City expects a modest increase in profits to £2.4m, with a prospective p/e of 8, this year. As for the share price, its prospects hinge on economic events and are thus, unluckily for Lambert, well beyond its control.

Dubilier subsidiary £37m sale

By ANDREW HILL

Dubilier International, electronic component manufacturer, is to sell Beswick, its circuit protection subsidiary, to Cooper Industries, Texas-based electrical and industrial manufacturer, for £37m cash.

The group's shares started the day at 157p and rose nearly 10 per cent on news of the deal — which values Beswick at 22 times earnings — to close at 152p.

"In this particular market I am led to believe that it's looked upon as quite a good deal," said Mr Chris Bean, deputy chairman.

Mr Bean said the company now intended to concentrate on its connector business, expanded in August by the acquisition of Colline International, which makes and supplies accessories for electronic test equipment.

Following a change of year-end, the company also announced pre-tax profits of £6.7m on turnover of £26.6m for the 15-month period to December 27. This compared with profits of £5.0m on turnover of £25.4m for the year to September 28 1986.

Beswick contributed about £2.5m before tax to the 15-month figures and currently has net assets of about £2.6m.

The directors are recommending a final dividend of 1p. When combined with the two interim dividends this makes 4.85p for the 15 months, compared with 3.1p for 1985-86. Earnings per share for the period were 12.3p (10.8p).

The figures included an extraordinary deficit of £22.2m to cover the cost of loss of liability on previous divestments and the £500,000 cost of closing one of Dubilier's US factories.

● comment

Dubilier seems to be terribly good at selling things — if it remains to be seen whether future purchases will be as shrewd. Certainly there is no cash shortage now and Mr Bean is unlikely to spend it on companies for sale on 22 times earnings.

Yesterday's sale to Cooper gives Dubilier over £22m, with which Mr Bean aims to take the group one of the top five radio frequency connector manufacturers in the world: the speed with which Dubilier has integrated Colline illustrates the company's determination. On the trading front the group seems to have got its US subsidiary back into profit and the group should make over £5m before tax this year. This puts the shares on a prospective p/e of about 11, which looks about right.

City Merchant Developers plc
(formerly Rivlin PLC)Substantial growth in profits,
earnings and net assets.

Preliminary Results

for the twelve months ended 31st December, 1987

	12 months to 31.12.87	8 months to 31.12.86
Profit/(loss) on ordinary activities before taxation	8,722	(149)
Taxation	905	142
Profit/(loss) on ordinary activities after taxation	7,817	(291)
Earnings/(loss) per share before extraordinary items	10.7p	(4.6p)
Net assets per share	73.9p	35.8p

Results

The company reports profits before tax of £8.72 million, earnings per share of 10.7p and net assets per share of 73.9p.

Property Development

Development programme continues to expand. The spread of activity has widened and the portfolio includes substantial interests in major office schemes in the City and West End and significant retail projects in the provinces.

Property Investment

Investment properties valued in excess of £95 million include commercial, retail and industrial properties across the U.K.

Turning visions into reality

City Merchant Developers plc 70 Fleet Street, London EC4Y 1EU
Telephone 01-353 6565. Telex: 924369. Fax: 01-563 2007.

This announcement appears as a matter of record only



US \$ 53,000,000

Cross Border Lease Financing

2 Mc Donnell Douglas MD-87 Aircraft
for



AUSTRIAN AIRLINES

Österreichische Luftverkehrs AG
Vienna, Austria

Citibank, N.A. acted as advisor,
structured and arranged this transaction

November 1987

CITIBANK®

UK COMPANY NEWS

Bluebird Toys profits expand 43% to £2.5m

BY DOMINIQUE JACKSON

Bluebird Toys, fast growing USM-quoted toy manufacturer, yesterday announced pre-tax profits up 43 per cent from £1.7m to £2.45m on turnover of £20.1m (£11.5m) for the year to end December 1987.

Mr Torquill Norman, chairman, said the results included a six month contribution from Peter Pan Playthings which the company acquired in June for £3m from Hanover Acceptances.

The directors recommended a dividend of 6.25p (4.16p). After tax of £860,000, earnings per share are 2.29p (1.81p).

Founded in May 1981, Bluebird has grown swiftly and was launched on the USM in 1985. The group now holds 3 per cent of the UK toy market.

Mr Norman said emphasis in the toy market was moving away from character merchandise such as the Postman Pat and Thomas the Tank Engine lunch boxes, flicks and toys, while Bluebird is a market leader, and back to more traditional playthings.

The acquisition of Peter Pan, which has a strong range of well-established and familiar brand names, among them Etch-a-Sketch and Plasticine plus popular games such as Othello, would help Bluebird adapt to this trend, he added.

Mr Norman said group liquidity was strong with total cash at bank or on deposit at £2.95m (£2.7m).

The company last year made a substantial film investment in new injection moulding tools which was providing good returns.

Mr Norman said new additions to the Bluebird range, particularly the Oh Penny dolls house and Red Venom, a space ship to accompany last year's award-winning Manta Force, were seeing good demand and he was confident about the company's prospects.



Torquill Norman: emphasis in the toy market moving back to more traditional playthings

peaks for the current year and thereafter.

• comment

There is good news for parents who have reached the end of their tether - and the bottom of their wallets - because of demands from their children for character toys. These are the myriad playthings featuring popular television and comic figures, exemplified by the ubiquitous Postman Pat. At last, toy trends are moving back to old favourites like Plasticine. With Peter Pan, Bluebird should

cope with this swing in playroom fads. However, it now appears there is more work to be done on repackaging the excellent but under-used brand names that initially appeared. The figures were a touch below expectations but this was due more to a surprisingly late Christmas for retailers than to any real problems at Bluebird, a well-run company which continues to show design flair and innovation in a potentially difficult market. Current year forecasts for £2m give a fairly-pitched prospective multiple of around 12.

Paragon at £0.7m after organic growth

Paragon Communications, a public relations company which obtained a listing in December, has announced pre-tax profits for 1987 more than doubled to £710,000 against £303,000. Turnover rose from £4.05m to £6.65m.

A final dividend of 6.5p is recommended, making a total of 1.8p for the year. Earnings per share moved ahead to 8.5p (5.5p) after tax of £268,000 (£125,000).

The results reflected strong organic growth, the directors said, particularly in the consumer, corporate and business and technology divisions, all of which achieved significant increases in fee income.

The current year had started with a number of major client gains and the directors were confident that strong organic growth would be continued as well as the development of additional businesses which would lead to further expansion.

Leisuretime loss surges to £1.3m

Turnover at Leisuretime International increased by 13 per cent from £11.45m to £12.92m in the year to end October 1987, but this worked through to a pre-tax loss of £1.3m, a ninefold increase on the comparable £140,000 deficit. No dividend is being paid.

This hotel and travel group had warned that its loss after extraordinary items could reach £2.75m, this has actually come out at £2.46m.

The directors said it had been necessary to provide for certain tax and other liabilities associated with past events and problems in the group.

In January the Jivraj family took a 23.6 per cent stake in Leisuretime, which they intend to develop into a vehicle for their worldwide leisure interests. At the same time the departure of the Aitken family from the board was announced.

Unquoted earnings per share are put at 0.79p, calculated on the weighted average of 51.48m (1986 40.23m), allowing for the shares issued in respect of acquisitions, and the shares issued under an open offer on September 2 1987.

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The clothing division had been rationalised and the extraordinary item of £262,000 reflected the net closure costs of the Winceyette clothing business.

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Acquisitions strengthen Spong

Spong Holdings, retail display systems, clothing, housewares and marketing services group, has reported taxable profits of £1.04m on sales of £20.15m for the year to October 31 1987. The directors are declaring a final dividend of 0.4p per ordinary share.

Because of the change in the accounting period in 1986 no detailed 12-month accounts are available for the comparable

period of last year.

The directors said the acquisitions made during the latest period - C & J Murrell, Norank Systems, the Harmer school blazers business and Lin Pac Consumers Products - had added further strength to the group. The results of C & J Murrell have been included on merger accounting principles and the other acquisitions had been consolidated on the basis of five months for Nor-

ark and one month for Harmer and Lin Pac.

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This advertisement is issued in compliance with the requirements of the Council of The International Stock Exchange of the United Kingdom and Republic of Ireland Limited ("the Stock Exchange") and is not an invitation to any person to subscribe for or purchase any shares.

GWR GROUP PLC

(The Company)
(incorporated in England under the Companies Act 1948 with Registered Number 715142)

AUTORISED

£326,000

£368,876

SHARE CAPITAL

ISSUED AND
FULLYPAID

in Ordinary Shares of 20p each.
in Deferred Shares (non-voting) of 5p each
(as respect of which application
is being made to the Court for confirmation
of their cancellation and extinguishment).

£296,372
£368,876

In connection with an introduction to the Unlisted Securities Market of The Stock Exchange arranged by Stock Beech & Co. Limited application is being made to the Council of The Stock Exchange for the admission of the whole of the issued ordinary share capital of the Company to be dealt in on the Unlisted Securities Market of The Stock Exchange. Dealings are expected to commence on 14 March, 1988.

The principal activity of the Company and its subsidiaries is the provision of independent radio broadcasting over the Bristol & Bath, Swindon/West Wiltshire, the Plymouth and South East Cornwall areas.

Particulars relating to the Company are available in the Exetel Statistical Services and copies of the particulars may be obtained during normal business hours on any weekday (Bank Holidays and Saturdays excepted) up to and including 23 March, 1988 from:

STOCK BEECH & CO. LIMITED
Bristol & West Building,
Throgmorton Street, London EC2N 2AY
and
Osborne Clarke,
30 Queen Charlotte Street, Bristol BS99 7QQ

9 March, 1988
Allied Partnership Group Plc
Formerly
Allied Plant Group Plc

APG ACHIEVES A RECORD PRE-TAX OF £3.6m
UP 120% AND AN 85% LIFT IN EARNINGS PER SHARE

AUDITED TWELVE MONTHS REVIEW
ABRIDGED CONSOLIDATED PROFIT AND LOSS ACCOUNT

12 months ended		1987	1986
Turnover		£207.7	£100.0
Profit before minority interests and taxation		1.67	1.66
Minority interests		0.474	1.66
Taxation		-	2.23
Attributable profit after taxation		11.009	22.4
Dividends paid and proposed		0.564	1.200
Retained profit for the year		1.005	1.02
Earnings per share		4.228	2.240

APG's earnings per share for 1987 and 1986 based upon 50,076,224 and 55,076,648 respectively.

Allied Partnership Group (APG) report pre-tax profits up 85% in the year ended 31 December 1987.

Turnover, net assets and retained profit after taxation all showed significant growth against 1986.

Attributable profit after taxation up 120%.

Dividends paid and proposed up 85%.

Retained profit for the year up 10%.

EPS up 85%.

In the last three years, annual compound growth in earnings and EPS per share has been 65% and 55% respectively.

During the year the Board achieved significant improvements in the quality and absolute level of earnings across all divisions. All dividend budgets were exceeded eliminating any benefits

arising from the acquisition made during the year of Tiger Rail Limited and Vernons Plant.

Turning to the future Mr Rose said, "The Group's position in the activity companies with strong and expanding market shares gives us confidence for the future."

Present indications are that the year has begun strongly and the Group is well placed to take advantage of opportunities as and when they arise through acquisition and continuing investment in existing operations.

Record pre-tax profit of £3.6m - Plus 120%.

EPS up 85% - Plus 85%.

Final dividend of 1p net per Ordinary Share, total dividend - Plus 85%.

3 Year compound growth rate - Earnings Plus 65% of Assets Plus 55%.

EPS up 55%.

</

UK COMPANY NEWS

Industrial side boosts Expamet

BY PHILIP COGGAN

Expamet International, building products and security group, surmounted problems at some of its subsidiaries to record a 32 per cent increase in pre-tax profits to £2.43m last year, against £1.38m.

Turnover was £100.46m (£74.5m). After tax of £2.99m (2.45m), earnings per share were 10 pence up to 15.94p (14.45p). The final dividend is being set at 4.5p (4.05p), making a total of 7.5p (6.5p).

The greatest growth in profits, from £2.1m to £3.35m, was in the industrial division, which benefited from the inclusion for a full year of Metal Industries, bought from Thorntech EMI in 1986. The acquired businesses manufacture

hydraulic accumulators and Expamet has since added to its capacity in this area with the purchase of Christie Hydraulics.

The building division gained

from the buoyancy of the UK construction sector with both Expanded Metal and EAT Building Products producing significantly improved results. New management was brought in to IBC, door manufacturer, and contributed to a £400,000 turnaround into profit. The division is on its way back to profitable trading.

Videoscan incurred higher-than-expected costs in introducing the Datascan system, which monitors check-out tills in supermarkets. But costs have been reduced and the company is expected to trade profitably this year.

The other two problem subsidiaries were sold - the US-based Expanded Metals Corporation to Alabama Metals and the UK-based Special Metals to Amax Corporation. Extraordinary debts of £207,000 partly reflect the costs of the disposals.

In December, Expamet acquired Cash & Security Equipment which makes coin and note handling machinery and supplies camera surveillance systems to

banks and building societies. The 1986 figures have been restated to reflect the merger.

Maximal, which makes components for security systems such as shock sensors and panic buttons, suffered production difficulties after winning substantial orders in the US. New management has been brought in and the company is on its way back to profitable trading.

Expamet's main product is the Organiser II, a hand-held computer which can be used as an electronic personal organiser or, more commonly, by large corporations. Marks and Spencer uses the Organiser with its charge card and as a price lock-up system.

In 1987, 90 per cent of sales came from the Organiser range, about half of which were exported. Mr David Potter, chairman and managing director, expects this proportion to decrease to about 80 per cent in a year's time as new hardware and software products come on stream.

In 1982 and 1983, most of the company's income came from the sale of leisure software. An attempt to move away from computer software through a licensing agreement for ICL and Sinclair Research products proved disappointing, leading to a pre-tax loss in 1984. After a couple of dull years, pre-tax profits were boosted from £283,000 in 1986 to £1.9m in 1987, reflecting the success of the Organiser II.

Charterhouse Bank is placing 3m ordinary shares, or 18 per cent of Psion's enlarged share capital, at 79p per share. Psion is expected to report £2.75m for the year to December, and at the placing price, the shares are on a historic p/e of 12.5.

Community Hospitals has made a 25.5m cash offer for US-quoted West Yorkshire Independent Hospital in which Community already holds a 46.3 per cent stake.

Community owns or manages several independent hospitals and nursing homes across the country and is involved in commissioning, funding and planning various types of health care facilities.

Turnover of Community in the year ended June 30 1987 rose from £2.7m to £4.1m while pre-tax profits rose from £0.3m to £1.2m.

Community is offering 155p cash for each West Yorkshire ordinary share although shareholders may elect to receive an equivalent nominal amount of loan notes.

Sir Peter Thompson, Community chairman, said the offer was in line with the group's objectives of making the hospitals in which it holds significant investments and as a preliminary to bringing Community Hospitals itself to the market.

Pre-tax profits last year were £286,000, (£38,717). The prospective p/e is just over 10 times. Broker is the company's Stock Beech.

The group achieved pre-tax profits of £502,000 (£251,000) on turnover which rose from £2.4m to £5.4m. An interim dividend of 1.25p (0.75p) is to be paid from earnings per 50 share £1 per cent higher at 6.45p (3.35p).

When the company came to the USM in October 1986, it had 22 practices in the north-east. Since then, it has expanded further into Yorkshire and the Midlands, opening its first shop in the south in Luton's Arndale Centre in February. By the end of the year, there should be over 70

per cent of the company.

The transformation of opticians from the status of chiropodists to sassy retailers has attracted lots of players into the

Psion to join USM valued at £16.6m

BY HEATHER FARMBROUGH

Psion, maker of hand-held computers, is coming to the Unlisted Securities Market following a placing which values it at £16.6m.

Psion's main product is the Organiser II, a hand-held computer which can be used as an electronic personal organiser or, more commonly, by large corporations. Marks and Spencer uses the Organiser with its charge card and as a price lock-up system.

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Ryman helps Pentos to £2.8m profits increase

BY ANDREW HILL

PROFITS at Pentos, the expanding retail, office equipment and property group, increased to £7.8m before tax in 1987, compared with £5.5m.

The specialist retailing subsidiaries - Dillons Bookstores, the Athena poster and bookshops and the Ryman stationery chain - made trading profits of £5.5m (£3.4m) on sales of £90.6m (£88.7m), 67 per cent of the group's total turnover of £90m (£83.2m).

Ryman, bought last August for £18m, contributed pre-tax profits of £200,000 for the five-month period compared with £90,000 for the full year to May 31. A new warehouse, due to open in 1988, will enable Pentos to supply stock for over 130 Ryman shops, compared with 67 at the end of 1987. Pre-tax profits of £1.8m are expected for Ryman this year.

Office furniture, under the brand names Capstan and Asher, increased trading profits to £2.7m (£1.8m) on sales up 44 per cent to £20.2m (£14.1m), and trading profits from the property development sector were up from £500,000 to £700,000.

Mr Terry Maher, Pentos chairman, hopes for organic growth in the US and overseas, which contributes about 10 per cent of the group's total sales, and perhaps 25 per cent

growth from office furniture and the redesigned Ryman stores.

Actual growth is likely to be higher because of the group's intention to invest £15m in 1988.

Against 11.5m last year, and 5.7m in 1986, 10.5m will be spent on UK retailing, adding 100,000 sq. ft. of store space to the 255,000 sq. ft. owned at the end of 1987.

Expansion of the Athena chain

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UK COMPANY NEWS

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an invitation to the public to subscribe for or purchase shares. Application has been made to The Council of The Stock Exchange for the grant of permission to deal in the Ordinary Shares of Pson PLC ("the Company") on the United Securities Market; it is emphasised that no application has been made for these securities to be admitted to Listing. Dealings in the Ordinary Shares are expected to commence on Monday, 14th March, 1988.



PSION PLC

(Registered in England under the Companies Acts 1948 to 1976 No. 1520131)

Placing by

Charterhouse Bank Limited

of

3,072,460 Ordinary Shares of 5p each at 97p per share

Share Capital

Issued and to be issued
fully paid
2,000,223

in Ordinary Shares of 5p each

Authorised

£1,125,000

The Company develops, engineers and markets portable computers, business applications software and leisure software. The Company's software will be applied to word processors, spreadsheets, databases, graphics, operating systems, languages, communications and custom corporate systems.

Charterhouse Bank Limited has arranged for 2,191,675 Ordinary Shares to be placed by Chase Manhattan Securities and for 880,785 Ordinary Shares to be placed by Charterhouse Tilney.

Particulars of the Company are available in the Extra Unlisted Securities Market. Services and copies of such particulars or of the Prospectus may be obtained during normal business hours on any weekday (Saturdays and public holidays excepted) up to and including 23rd March, 1988 from:

Charterhouse Bank Limited
11 Pentonville RowSt. Paul's
London EC4M 7DHChase Manhattan Securities
Woodgate House,
Coffey Street
London EC2P 2AD

9th March, 1988

New Issue

This announcement appears as a matter of record only.

Acquisitions help Allied Partnership to double

BY DAVID WALLER

Allied Partnership, building services and fork-lift truck hire company formerly known as Allied Plant, yesterday reported 1987 pre-tax profits of £1.61m, more than double the £0.65m made in 1986.

Mr Martin Rose, chairman and architect of the recovery in the last four years, said that the improvement reflected both the benefits of recent acquisitions and a strong trading performance in all the group's companies.

Acquisitions contributed approximately £1m to operating profits of £2.8m (£1.65m). These include the fork-lift truck businesses bought from Vernons Plant and Tiger Holdings, the railcar operator, both acquired last July for a maximum consideration of £10.1m in cash and shares.

Overall, one third of operating profits came from specialist hire activities, which include Tiger and the fork-lift truck distributorships, and two-thirds from its building services division. Turnover of £56.8m (£47.27m) was divided equally between the two divisions.

After tax of £1.03m, an effective rate of 28.2% per cent against 20 per cent last year, attributable

profits amounted to £2.58m (£1.29m) and earnings per share worked out at 42.2p, compared to 2.26p in 1986 on the old capital base.

A final dividend of 1p per share is to be paid, making 1.5p for the year, against a total of 1p in 1986.

● comment

In line with City expectations, yesterday's figures contained few

surprises, and even fewer details. Nevertheless, the overall picture provides evidence of the continuing success of Mr Rose's strategy of concentrating on specialised hire services and niche areas of the building supplies market. The latter, which include landscape contracting and stone-masonry businesses based in the south-east, have clearly flourished on the back of last year's building boom, which is unlikely to be repeated. However, the impact of

any downturn should be mitigated by the potential for geographical diversification and further infill acquisitions. The hire division, too, has plenty of scope for organic growth. Allied has yet to open a fork-lift truck depot in the south, and demand for Tiger's railcars should even up with the construction of the Channel Tunnel. The company should make £4.75m this year, putting the shares on a fair prospective p/e of 11½.

E. Green rises 28% to £0.98m

Ernest Green and Partners, the USM-quoted structural and civil engineering consultancy, increased earnings per share by 29 per cent from 4.5p to 5.4p for the six months to December 31 1987. Pre-tax profit was up 28 per cent from £767,000 to £982,000 and turnover from £2.33m to £3.62m.

The interim dividend has been set at 1.75p (1.5p). Mr David Legg, chairman, said order books were at a record level and that the growth in turnover had come from equal sales from institutional and retailing clients and private developers. Although based in London, the consultancy had offices in Norwich and Bristol and planned expansion to Cardiff and Manchester in the near future. Tax of £366,000 (£234,000) left the company with net profit of £622,000 (£483,000).

Wm Sinclair shows growth at midway

William Sinclair Holdings, a USM-quoted plant breeder and seed specialist which has expanded via numerous acquisitions during the past 18 months, increased its profits from £222,000 to £233,000 pre-tax over the half year ended December 31 1987.

The company intends to apply for a full listing before the end of the year.

Turnover for the opening half pushed ahead to £4.48m (£2.59m). Tax of £309,000 (£196,000) left earnings at 7.05p (4.72p) per 25p share.

The interim dividend is being stepped up from an adjusted 1.5p to 2p.

City & Commercial

Net asset value per £1 capital share of the City & Commercial Investment Trust stood at £12.5 at January 31 compared with £12.83 a year earlier.

Revenue for the year edged ahead to £1.29m (£1.21m) after tax of £483,000 (£51,000), equal to earnings of 5.452p (5.113p). A final dividend of 2.605p makes a total of 5.452p (5.113p).

BOARD MEETINGS

The following companies have notified dates of board meetings in the Stock Exchange. Some meetings are subject to the discretion of considering dividends. Official dividends are based on figures for the year ended or latest date of financial statement. Figures below are based mainly on last year's timetable.

TODAY

Interim- Ateliers, Belgian Fletcher Challenge, Hercules Matrales Platinares.

Fluor- Abbott Mead Vickers, Anglo American Group, British American Tobacco, British Gas, GKN, GKN (Fermentation), Hillside Holdings, Thomas Journeay, London Gas, Marconi, Pilkington, Pilkington J.W. Nicholls (Wm), Pacific Sales, Pilkington, Tyne Tees Television, Ultramar.

INTERIM

Gerry Weber International, LWT, Maastrichts John, Pilkington, Pilkington J.W. Nicholls (Wm), Pacific Sales, Pilkington, Tyne Tees Television, Ultramar.

APRIL 6

Add

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COMMODITIES AND AGRICULTURE

Cocoa pact withholding scheme given approval

BY DAVID BLACKWELL

A COCOA withholding scheme was approved yesterday after delegates at the crisis talks of the International Cocoa Organisation (ICO) in London failed to come up with any alternative way of halting the relentless slide in prices.

The news helped the second-position futures contract in London to recover after touching fresh 51-year lows of \$52.6 a tonne.

It closed unchanged at \$57.1 a tonne, still way below the £1.161 a tonne of January 19 when the organisation resumed buffer-stock buying after a seven-month suspension.

For the past five days a working group at the organisation has been discussing alternatives to the withholding scheme, under which up to 120,000 tonnes of cocoa will be kept in storage in countries of origin.

Ideas ranged between destroying the buffer stock, putting a limit on new member imports of cocoa from non-members, using cocoa-butter in cosmetics, and encouraging the Chinese to develop a taste for chocolate.

Under the rules of the agreement the withholding scheme comes into force automatically if no other support measures are agreed once the buffer stock reaches the maximum permissible level of 250,000 tonnes, which it did late last month.

However, the question of financial overhang implementation of the scheme, fury from the world's biggest producer, and Brazil between them owe the organisation more than \$40m in levies.

More producers follow zinc rise

BY DAVID BLACKWELL

PREUSSAG, Metallgesellschaft and other big European zinc-producers yesterday raised their prices for the metal from \$890 to \$920 a tonne in the wake of last week's price increase by Electrolytic Zinc of Australasia and Asturiana de Zinc of Spain.

Last week's move divided market opinion on whether the new level would hold. However, a special report this week from Rudolf Wolff, London metal-traders, suggests the coming months will see still higher prices for the metal which has been trading on the London Metal Exchange at about \$510, or \$900, a tonne.

WEEKLY METALS PRICES

All prices as supplied by Metal Bulletin (last week's prices in brackets).

ANTIMONY: European free market, 99.6 per cent, \$ per tonne, in warehouse, 2,280-2,300 (2,270-2,300).

BISMUTH: European free market, min 99.9 per cent, \$ per lb, tonne lots in warehouse, 5.50-5.70 (same).

CADMIUM: European free market, min 99.95 per cent, \$ per lb, in warehouse, ingots 6.85-7.05 (same).

COCOA TRADING on the London Futures and Options Exchange (Fox) was up 56 per cent last month compared with February last year.

The total number of 10-tonne lots cleared in the month was 102,985, against 65,662 a year earlier, taking the January-February aggregate to 184,937 lots up from 127,456.

However, raw sugar remained the most heavily-traded commodity on Fox. Last month's 136,900-lot (50 tonnes each) clearing total represented a 62 per cent rise on February last year.

February coffee trading was up a relatively modest 12.5 per cent, at 93,676 lots (5 tonnes each).

Fox's clearing total last month was 373,516 lots, up 60 per cent on the corresponding month last year. But that included 34,492 lots of white sugar and 4,463 lots in the traded options - neither market was operating in February last year.

Consumers believe the buffer-stock manager, who is not allowed to incur any liabilities, will certainly not have enough money to fund the scheme to the automatic cut-off applies only if the buffer-stock manager is still buying in the market.

Any disagreement over the rules would have to go to arbitration. This, as a delegate said yesterday, would be disastrous for the agreement.

In any event, taking another 120,000 tonnes from the grossly oversupplied world market -

stocks this year are expected to be more than 750,000 tonnes - will not have much impact on prices, analysts believe.

This week the organisation's forecast 81,000-tonne surplus from the 1987-88 crop has come up with a scheme to set aside surplus stocks.

The plan was agreed in principle by EC agriculture ministers at their meeting in Brussels yesterday.

It is aimed at farmers and agricultural workers who are more than 55 years-old and who are content to put their acres - and themselves - out to grass.

The plan is known, in the Brussels vernacular, as the pre-pension scheme. Under it compensation would be paid in the form of an annual lump-sum of up to £20,000 a hectare, plus additional payments of up to £20,000 a hectare and more if the 'ideal' land is turned to forestry.

The payments will be made for a minimum of five years and a maximum of 10, and will be discontinued once the recipient reaches the ripe age of 70.

The plan as agreed, in a significant weakening of the initial proposal tabled by the European Commission last year, will now be optional for member-states.

It will also require most national governments to make a significant contribution to the costs. Thus it raises the question of which countries will bother to implement it.

The West Germans are understood to be leading but Mr Constandinos Karayannidis, the Greek Agriculture Minister, and Mr John MacGregor, his British counterpart, displayed little enthusiasm at hearings during yesterday's meeting.

Almost certainly their governments would have to pay 100 per cent of the costs.

This will be because the EC's budget, under the complex formula devised in Brussels, will only fund 50 per cent of payments in those countries the wealth of which is below 10 per cent below that of the EC average.

At 22 per cent of payments where it is just 15 per cent under the European average.

Ireland could be among those interested and is likely to obtain the maximum 50 per cent EC funding. Mr Gerard Kiely, Brussels bureau chief of the Irish Farmers Association, says "there may well be pressure on us to introduce it, as we have a lot of older farmers."

As far as the pre-pension plan is still conditional on obtaining agreement on the details of the whole stabilisation package approved in outline by heads of government at the Brussels summit last month.

Many technical points, some politically sensitive, have yet to be settled. Ministers are not expected to end discussions until this evening.

EC plans to set aside ripe, surplus farmers

By Tim Dickson in Brussels

THE European Community, not content with setting aside surplus land, has come up with a scheme to set aside surplus stocks.

The plan was agreed in principle by EC agriculture ministers at their meeting in Brussels yesterday.

It is aimed at farmers and agricultural workers who are more than 55 years-old and who are content to put their acres - and themselves - out to grass.

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Chicago exchange woos cattlemen

BY DEBORAH HARGREAVES IN CHICAGO

THE Chicago Mercantile Exchange, in an attempt to stop farmers beefing about its cattle-futures markets, is discussing a revamp of its live-cattle futures contract with the National Cattlemen's Association.

The exchange, which has already made several minor changes to its cattle contracts, is also hoping to attract more farmers, traditionally wary of futures markets to its cattle complex as the market sets up for a bull run this year.

As the US cattle herd has fallen to 100m head, its lowest level since 1962, the exchange's cattle futures and options have seen wide price swings and surging volume. Live cattle futures set its record open interest last year, rising to 104,984 contracts.

With last month's futures price hitting a record high for the month, speculative traders have been drawn back to the cattle-pits after two to four years of relatively predictable pricing.

However, cattlemen have criticised the futures markets' functioning and last year the NCA narrowly dodged pressure from some members to support an anti-futures lobby.

In response exchange and association talked and a joint task-force was set up.

Mr Bob Campbell, of Bartlett Cattle, a commercial feedlot

company in Kansas City, says "The greatest benefit of this task-force will be an improved understanding of how the futures markets work and how they can be applied in hedging."

He says many of his NCA fellow-members remain suspicious of the futures markets and, in the past, have blamed the markets for pushing prices down.

These fears have been the subject of much discussion by the task-force, as well as other more substantive ways of improving the market.

So far the exchange has added an extra live-cattle contract month to its six existing contracts and increased the number of feeder-cattle options months from five to six.

However, the CME is still wrestling with the thorny problem of a cash settlement for live-cattle contracts in response to demands from some cattlemen.

Introduction of feeder-cattle futures' cash settlement in 1986 accompanied by addition of options on feeder-cattle has seen a rush of volume into the contract, which had faltered since inception in 1982.

The rise in feeder-cattle activity has been aided more recently by the same bull trend pushing live-cattle futures. Last month, feeder-cattle futures volume rose 65 per cent over the correspond-

ing month last year, to 68,184 lots.

However, the exchange is still working to look at the market in view of a beef-supply squeeze expected later this year.

This is leading some analysts to predict a record price of \$84 per hundredweight this summer.

Mr Bill Gary, of Commodity Information Systems, Houston, says: "We've been in a herd-liquidation phase and we're not yet into a rebuilding phase."

He believes this year will see a shortage of beef supplies as cattlemen take animals out of the slaughter-chain to rebuild herds.

Expectations of shortages have attracted hedgers to the futures markets. Mr Campbell believes a joint NCA-CME advertising campaign has drawn the long-hedgers, restaurants who fear paying higher prices for meat.

However, neither CME nor NCA has persuaded a group of association-members which broke off from the main body to form a vehemently anti-futures trade body.

Speculators pile into Winnipeg futures

BY DAVID OWEN IN TORONTO

THE Chicago Board of Trade is not the only North American futures exchange cashing in on the recent rise in speculative activity in grain and oilseed markets.

In Winnipeg traders are piling into the long-depressed canola (rapeseed) and Thunder Bay barley futures-pits with equal gusto.

Almost certainly their governments would have to pay 100 per cent of the costs.

This will be because the EC's budget, under the complex formula devised in Brussels, will only fund

50 per cent of payments in those countries the wealth of which is below 10 per cent below that of the EC average.

Similarly, improved price forecasts are the main factor underlying the rapid volume-growth in the exchange's smaller contracts as recent years' chronic surpluses are whittled down.

Mr Harvey Hane, vice-president and floor-trader with McLeod Young Weir says: "There

is more of a sentiment to trade up 6 per cent on 1986-87.

Traders attribute the contract's continued success to the increasingly positive long-term price outlook, although prices have slipped back a little in recent weeks, spurred in part by rising demand in Mexico and the US.

Similarly, improved price forecasts are the main factor underlying the rapid volume-growth in the exchange's smaller contracts as recent years' chronic surpluses are whittled down.

Very few people think that prices won't be higher in 12 to 18 months time," he says.

Of the exchange's remaining contracts the cashed futures volume is running 13 per cent ahead of year-ago levels while rye is up a comparatively modest 6 per cent.

However, the precious metals complex remains almost moribund.

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Traders attribute the contract's continued success to the increasingly positive long-term price outlook, although prices have slipped back a little in recent weeks, spurred in part by rising demand in Mexico and the US.

However, he regards the current situation as what he calls an anticipatory bull market rather than a fully-fledged bull.

"Very few people think that prices won't be higher in 12 to 18 months time," he says.

Of the exchange's remaining contracts the cashed futures volume is running 13 per cent ahead of year-ago levels while rye is up a comparatively modest 6 per cent.

However, the precious metals complex remains almost moribund.

Brazil allows traders to sign long-term contracts

BY JOHN BARTHAM IN SAO PAULO

THE BRAZILIAN Government's foreign trade council has decided to allow the country's commodity exporters to enter into long-term sales contracts.

Until now they have been restricted to trading on a cash-only basis.

Mr Nairim Salek, president of Cacex, the Bank of Brazil's foreign trade department, said the new rules would make it easier for Brazilian exporters to open up new markets and to develop existing ones, because large export volumes were increasingly governed by four- or five-year contracts.

He hoped, particularly, that the

new rules would help to increase agricultural exports to Japan.

Mr Michel Alaby, a foreign trade specialist, said agricultural exports would benefit most from the change. Previously, exports were cash-only because of Brazil's foreign exchange problems and insufficient international trade finance for agricultural goods.

Mr Alaby said that now Brazil was close to settlement of its debt problem, exporters would find it easier to offer competitive long-term contracts.

However, companies will still be subject to a degree of government bureaucracy. All long-term

contracts must be approved first by Cacex.

Further, contracts must feature escape-clauses enabling exporters to suspend shipments in cases of domestic shortage.

Finally, Cacex has still to be granted long-term contract privileges.

• Brazil may not sign any new sugar-export contracts this year because of a production shortfall, said Mr Nilson Miranda Motta, head of the government-run Sugar and Alcohol Institute. He emphasised that Brazil would

not be able to meet its sugar-cane harvest.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Thatcher boosts sterling

MRS MARGARET Thatcher, the Prime Minister, gave a further boost to sterling yesterday, when she warned Parliament about the dangers of inflation from continued foreign exchange intervention or the lowering of interest rates.

This was taken to indicate that the Government sees little option but to let the pound rise, as the authorities are concerned about continued intervention producing uncomfortably high money supply growth, and finds the alternative way of reducing sterling's value, through lower interest rates, as no more palatable.

The authorities are known to be concerned that strong growth in the economy and upward pressure on wage settlements are potentially inflationary.

Dealers are now under no illusion about the Government's attitude. Rising wage costs will not be offset with a fall of sterling on the exchanges to keep export prices competitive.

At the same time the market found it surprising that the authorities had chosen the present time to allow a revaluation of the pound, only one week before the Budget.

This led to increased nervousness about the contents of the Chancellor's Budget proposals.

Sterling was steady around DM3.06 for most of the day, but then rose to finish at the day's peak of DM3.075, compared with DM3.015 on Monday.

A level of DM3.10 is still regarded as an early target, but some dealers were not convinced

Changes are for £1. Therefore plus minus denotes a weak currency.

Adjustments calculated by Financial Times.

Forward premiums and discounts apply to the £ dollar.

STERLING INDEX

Mar 8	Latest	Prev day
£/Spot	1.0100-1.0120	1.0100
1 month	0.92-0.93m	0.92-0.93m
3 months	0.91-0.92m	0.91-0.92m
12 months	0.91-0.93m	0.91-0.93m

Forward premiums and discounts apply to the £ dollar.

£ IN NEW YORK

Mar 8 Latest Prev day

£/Spot 1.0100-1.0120 1.0100

1 month 0.92-0.93m 0.92-0.93m

3 months 0.91-0.92m 0.91-0.92m

12 months 0.91-0.93m 0.91-0.93m

Forward premiums and discounts apply to the £ dollar.

STERLING INDEX

Mar 8	Latest	Prev day
8.20	76.5	74.8
4.25	76.5	75.5
10.00	76.5	75.6
1.00	76.5	75.6
2.00	76.5	75.8
4.00	76.5	75.8
7.00	77.0	76.2

Changes are for £1. Therefore plus minus denotes a weak currency.

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Forward premiums and discounts apply to the £ dollar.

CURRENCY RATES

Mar 8 Spot Special forward exchange rates

Continued on next page

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LONDON STOCK EXCHANGE

Bonds and equities close steadily after erratic trading in both sectors

Account	Dealing Dates	Opinion	Last Account
First	Decisions	Last	Account
Deals	Deals	Deals	Day
Fri 22	Mar 3	Mar 4	Mar 14
Mon 7	Mar 17	Mar 18	Mar 25
Mar 21	Apr 7	Apr 8	Apr 18
Mar 22	Apr 8	Apr 9	Apr 19
Mar 23	Apr 9	Apr 10	Apr 20
Mar 24	Apr 10	Apr 11	Apr 21
Mar 25	Apr 11	Apr 12	Apr 22
Mar 26	Apr 12	Apr 13	Apr 23
Mar 27	Apr 13	Apr 14	Apr 24
Mar 28	Apr 14	Apr 15	Apr 25
Mar 29	Apr 15	Apr 16	Apr 26
Mar 30	Apr 16	Apr 17	Apr 27
Mar 31	Apr 17	Apr 18	Apr 28
Apr 1	Apr 18	Apr 19	Apr 29
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Apr 4	Apr 21	Apr 22	May 2
Apr 5	Apr 22	Apr 23	May 3
Apr 6	Apr 23	Apr 24	May 4
Apr 7	Apr 24	Apr 25	May 5
Apr 8	Apr 25	Apr 26	May 6
Apr 9	Apr 26	Apr 27	May 7
Apr 10	Apr 27	Apr 28	May 8
Apr 11	Apr 28	Apr 29	May 9
Apr 12	Apr 29	Apr 30	May 10
Apr 13	Apr 30	Apr 31	May 11
Apr 14	May 1	May 2	May 12
Apr 15	May 2	May 3	May 13
Apr 16	May 3	May 4	May 14
Apr 17	May 4	May 5	May 15
Apr 18	May 5	May 6	May 16
Apr 19	May 6	May 7	May 17
Apr 20	May 7	May 8	May 18
Apr 21	May 8	May 9	May 19
Apr 22	May 9	May 10	May 20
Apr 23	May 10	May 11	May 21
Apr 24	May 11	May 12	May 22
Apr 25	May 12	May 13	May 23
Apr 26	May 13	May 14	May 24
Apr 27	May 14	May 15	May 25
Apr 28	May 15	May 16	May 26
Apr 29	May 16	May 17	May 27
Apr 30	May 17	May 18	May 28
May 1	May 18	May 19	May 29
May 2	May 19	May 20	May 30
May 3	May 20	May 21	May 31
May 4	May 21	May 22	June 1
May 5	May 22	May 23	June 2
May 6	May 23	May 24	June 3
May 7	May 24	May 25	June 4
May 8	May 25	May 26	June 5
May 9	May 26	May 27	June 6
May 10	May 27	May 28	June 7
May 11	May 28	May 29	June 8
May 12	May 29	May 30	June 9
May 13	May 30	May 31	June 10
May 14	May 31	May 32	June 11
May 15	May 32	May 33	June 12
May 16	May 33	May 34	June 13
May 17	May 34	May 35	June 14
May 18	May 35	May 36	June 15
May 19	May 36	May 37	June 16
May 20	May 37	May 38	June 17
May 21	May 38	May 39	June 18
May 22	May 39	May 40	June 19
May 23	May 40	May 41	June 20
May 24	May 41	May 42	June 21
May 25	May 42	May 43	June 22
May 26	May 43	May 44	June 23
May 27	May 44	May 45	June 24
May 28	May 45	May 46	June 25
May 29	May 46	May 47	June 26
May 30	May 47	May 48	June 27
May 31	May 48	May 49	June 28
June 1	May 49	May 50	June 29
June 2	May 50	May 51	June 30
June 3	May 51	May 52	July 1
June 4	May 52	May 53	July 2
June 5	May 53	May 54	July 3
June 6	May 54	May 55	July 4
June 7	May 55	May 56	July 5
June 8	May 56	May 57	July 6
June 9	May 57	May 58	July 7
June 10	May 58	May 59	July 8
June 11	May 59	May 60	July 9
June 12	May 60	May 61	July 10
June 13	May 61	May 62	July 11
June 14	May 62	May 63	July 12
June 15	May 63	May 64	July 13
June 16	May 64	May 65	July 14
June 17	May 65	May 66	July 15
June 18	May 66	May 67	July 16
June 19	May 67	May 68	July 17
June 20	May 68	May 69	July 18
June 21	May 69	May 70	July 19
June 22	May 70	May 71	July 20
June 23	May 71	May 72	July 21
June 24	May 72	May 73	July 22
June 25	May 73	May 74	July 23
June 26	May 74	May 75	July 24
June 27	May 75	May 76	July 25
June 28	May 76	May 77	July 26
June 29	May 77	May 78	July 27
June 30	May 78	May 79	July 28
July 1	May 79	May 80	July 29
July 2	May 80	May 81	July 30
July 3	May 81	May 82	July 31
July 4	May 82	May 83	Aug 1
July 5	May 83	May 84	Aug 2
July 6	May 84	May 85	Aug 3
July 7	May 85	May 86	Aug 4
July 8	May 86	May 87	Aug 5
July 9	May 87	May 88	Aug 6
July 10	May 88	May 89	Aug 7
July 11	May 89	May 90	Aug 8
July 12	May 90	May 91	Aug 9
July 13	May 91	May 92	Aug 10
July 14	May 92	May 93	Aug 11
July 15	May 93	May 94	Aug 12
July 16	May 94	May 95	Aug 13
July 17	May 95	May 96	Aug 14
July 18	May 96	May 97	Aug 15
July 19	May 97	May 98	Aug 16
July 20	May 98	May 99	Aug 17
July 21	May 99	May 00	Aug 18
July 22	May 00	May 01	Aug 19
July 23	May 01	May 02	Aug 20
July 24	May 02	May 03	Aug 21
July 25	May 03	May 04	Aug 22
July 26	May 04	May 05	Aug 23
July 27	May 05	May 06	Aug 24
July 28	May 06	May 07	Aug 25
July 29	May 07	May 08	Aug 26
July 30	May 08	May 09	Aug 27
July 31	May 09	May 10	Aug 28
Aug 1	May 10	May 11	Aug 29
Aug 2	May 11	May 12	Aug 30
Aug 3	May 12	May 13	Aug 31
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Aug 13	May 22	May 23	Sept 10
Aug 14	May 23	May 24	Sept 11
Aug 15	May 24	May 25	Sept 12
Aug 16	May 25	May 26	Sept 13
Aug 17	May 26	May 27	Sept 14
Aug 18	May 27	May 28	Sept 15
Aug 19	May 28	May 29	Sept 16
Aug 20	May 29	May 30	Sept 17
Aug 21	May 30	May 31	Sept 18
Aug 22	May 31	May 32	Sept 19
Aug 23	May 32	May 33	Sept 20
Aug 24	May 33	May 34	Sept 21
Aug 25	May 34	May 35	Sept 22
Aug 26	May 35	May 36	Sept 23
Aug 27	May 36	May 37	Sept 24
Aug 28	May 37	May 38	Sept 25
Aug 29	May 38	May 39	Sept 26
Aug 30	May 39	May 40	Sept 27
Aug 31	May 40	May 41	Sept 28
Sept 1	May 41	May 42	Sept 29
Sept 2	May 42	May 43	Sept 30
Sept 3	May 43	May 44	Oct 1
Sept 4	May 44	May 45	Oct 2
Sept 5	May 45	May 46	Oct 3
Sept 6	May 46	May 47	Oct 4
Sept 7	May 47	May 48	Oct 5
Sept 8	May 48	May 49	Oct 6
Sept 9	May 49	May 50	Oct 7
Sept 10	May 50	May 51	Oct 8
Sept 11	May 51	May 52	Oct 9
Sept 12	May 52	May 53	Oct 10
Sept 13	May 53	May 54	Oct 11
Sept 14	May 54	May 55	Oct 12
Sept 15	May 55	May 56	Oct 13
Sept 16	May 56	May 57	Oct 14
Sept 17	May 57	May 58	Oct 15
Sept 18	May 58	May 59	Oct 16
Sept 19	May 59	May 60	Oct 17
Sept 20	May 60	May 61	Oct 18

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 45

AMERICA

Pattern of trading gives market quiet confidence

Wall Street

US EQUITIES recorded healthy gains yesterday in what share analysts described as an atmosphere of cautious confidence, *shares Janet Bush in New York*.

The Dow Jones Industrial Average closed 34.7 points higher at 2,081.07. Volume was high with more than 28m shares changing hands although that activity seemed to be concentrated in takeover stocks and shares shortly going ex-dividend.

Meanwhile, US bond prices continued to languish in the wake of last Friday's figures showing a much larger than expected jump in employment last month. The negative effect on bonds of that news was compounded by yesterday's figures showing still-strong consumer credit in January, seen as evidence of continued strength in the economy, and by the weak dollar.

The major factor in the foreign exchange market continued to be sterling which has soared beyond what has long been regarded as the Government's unofficial ceiling for the currency of DM3. The pound continued to score hefty gains against the dollar yesterday and, at mid-session, was quoted above \$1.84, a gain of more than two cents from the session low.

Sterling's rise was given added momentum by comments from Mrs Margaret Thatcher, the Prime Minister, that her Government would not soon cut interest rates to stop the pound rising.

The dollar came under general downward pressure against other major currencies and was quoted

in late New York business at DM1.6655, near its day's low. It was quoted at a late 1.6725.

By the close, US Treasury bond prices had recovered from mid-session losses of around a half point to close only marginally below Monday's finishing levels.

The Treasury's benchmark long bond closed 1/2 point lower to yield 8.51 per cent.

In the equity market, there seems to be a quiet sense of confidence that stocks can build on their recent rally.

The pattern of modest declines after substantial single-day gains of the past fortnight is being viewed optimistically by many analysts who believe this kind of cautious movement will build a solid base for more prolonged gains.

However, most of the momentum to the market's gains is still coming from highly specific takeover situations rather than generalised investment.

Fireside Tire & Rubber, Monday's most active issue, edged 3/4 lower to stand at \$62.4. After the announcement of a counter bid on Monday by Pirelli, the Italian tyre manufacturer, the market is now waiting for a reaction by Bridgestone Corp of Japan. Bridgestone, which had previously agreed to buy a 75 per cent stake in Firestone, said yesterday it was considering possible counter measures.

Bundy Corp scored a substantial gain after news that TI Group of Britain had agreed to take over the company at \$40 a share against \$34.50 a share. Bundy closed at \$41.4, up \$1.4, to \$42.4.

Farmers Group slipped 3/4 to \$61.4. Both Farmers and the US subsidiary of Britain's BAT

Industries, which recently launched a hostile \$63-a-share takeover bid, have filed several law suits related to the takeover.

Among other stocks involved in takeover situations, Federated Department Stores, which is the subject of rival bids from Cameo of Canada and R H Macy, and which yesterday filed a law suit against its competitor, edged 3/4 lower to \$66.

Oil companies were mostly modestly higher. A meeting is expected to take place in London today of nine non-Organisation of Petroleum Exporting Countries who will discuss ways of stabilising the oil market.

Crude oil futures moved higher yesterday morning with crude for April delivery quoted at \$15.42 a barrel, up 5 cents from Monday's closing level.

Metals stocks performed well, reflecting rising metals prices. Phelps Dodge rose 3/4 to \$41. Alcan Aluminum was up 5/8 to \$29.2 and Reynolds Metals jumped 3/4 to \$45.4.

Polaroid, which has made sharp gains in recent days on speculation of a larger than expected settlement of the suit with Eastman Kodak, yesterday fell back \$1.4 to \$34.4.

Canada

STOCK PRICES climbed steadily from the opening bell and closed higher in moderate trading.

The composite index rose 32.48 to close at 3303.64, its best level since the October falls, advancing 38.48 points from the low of 3295.2 to 3326. Turnover climbed by 539 to 378. Volume was 22.2 shares.

Mining stocks posted the best

gains.

ASIA

Yen's rise depresses Nikkei

Tokyo

LARGE-CAPITAL stocks and blue chips came under selling pressure in Tokyo yesterday, helping to send share prices lower for the second consecutive trading day, *writes Shigen Nishioka of Jiji Press*.

The Nikkei average dropped 15.85 to close at 25,465.72 after moving between a day's high of 25,597.17 and a low of 25,455.35. On Monday the Nikkei had eased 10.99. Volume yesterday totalled 823m shares compared with Monday's 826m and declines outpaced advances by 576 to 319, with 168 issues unchanged.

The yen's rise against the dollar proved a major depressant, while concern about the market's recent rapid ascent also gathered momentum and many players concluded a correction was necessary.

Steel, shipbuilding and other large-capital stocks, which had led the recent bullish trend, came under selling pressure, and the strong yen helped depress high-technology stocks.

Buying interest centred on small- and medium-capital issues backed by specific incentives.

Among the large-capital stocks, Nippon Kokan topped the active list with 104.36m shares but ended Y2 lower at Y378. Kawasaki Steel lost Y3 to Y378. Nippon Steel Y5 to Y336 and Ishikawajima-Harima Heavy Industries Y3 to Y777.

High-technology blue chips fared poorly, with NEC shedding Y50 to Y2,090. Matsushita Electric Industrial Y20 to Y2,500. Fuji Photo Film Y50 to Y4,250 and Sony Y20 to Y5,250.

Canon lost Y50 to Y1,120 on news that the European Commiss-

sion had proposed anti-dumping duties on electronic typewriters being assembled in the European Community with parts imported by Canon's French unit.

Chemicals, financials and construction eased. Mitsui Toatsu dipped Y17 to Y162. Nomura Securities Y30 to Y3,890 and Ohbayashi Y15 to Y555.

Among the gains, Sumitomo Heavy Industries, the second most active stock with 54.7m shares, surged Y20 to Y505, spurred by increasing demand for industrial machines.

Bond prices slipped in the absence of new factors. After coming under small-lot selling pressure, the yield of the benchmark 5.0 per cent government bond maturing in December 1997 rose from 4.435 per cent at Monday's close to 4.445 per cent.

The 5.1 per cent bond falling due in June 1996, which was traded briskly the previous day, lost popularity.

On the Osaka Securities Exchange, the yen's strength dampened export-oriented stocks and drove share prices lower.

The 250-issue OSE stock average closed 101.88 points down at 55,857.22 on an estimated volume of 11.8m to 132m shares.

Hong Kong

LOCAL AND foreign institutions stepped up their buying as profit-taking dried up, causing Hong Kong share prices to rise.

The Hang Seng Index closed up 22.63 to 2,483.33. Turnover was HK\$939m, down from Monday's HK\$946m.

After the close, Hongkong Electric, unchanged at HK\$7.85, announced net profit of HK\$1.26bn for 1987.

Singapore

INVESTORS stayed on the sidelines as Singapore prices closed mixed after uneventful trading. The Straits Times Industrial index gained 1.85 to 917.59. Turnover was 18.7m, up from 18m. Trading in the Development Bank of Singapore was suspended. The bank announced a rise in post-tax profits for 1987 of 21.8 per cent to \$121.8m.

The industrial sector remained fairly static.

Mining financials and other quality minings followed the example set by gold issues.

Anglo American was up 66 cents to \$46.75, platinum stock Impala gained 50 cents to \$26 and diamond share De Beers, which is due to release its annual results on Friday, rose 65 cents to \$27.75.

The industrial sector remained fairly static.

News of the current wage agreement helped push the Oslo SE Index up 9.8 per cent from February 15 to March 4, in spite of falling oil prices in the same period.

Spurred by the wage deal, foreign investors are showing interest. But they are focusing on the high quality, more li-

quid stocks.

INDIAN Finance Ministry says it will ease curbs on forward trading in shares from Friday to boost declining turnover and head off a strike threat by stockbrokers, according to the Bombay Stock Exchange, *Reuter reports*.

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